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Financing of the United Nations Interim Security Force for Abyei

Budget for the United Nations Interim Security Force for Abyei for the period from 1 July 2017 to 30 June 2018

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Interim Security Force for Abyei (UNISFA) for the period from 1 July 2017 to 30 June 2018, which amounts to $278,012,700.

The budget provides for the deployment of up to 225 military observers, 5,101 military contingent personnel, 50 United Nations police officers, 165 international staff, 89 national staff and 33 United Nations Volunteers.

The total resource requirements for UNISFA for the financial period from 1 July 2017 to 30 June 2018 have been linked to the mission's objective through a number of results-based frameworks, organized according to components (security, governance and border monitoring, and support). The human resources of the mission in terms of the number of personnel have been attributed to the individual components, with the exception of the mission's executive direction and management, which can be attributed to the mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the mission.

Financial resources

(Thousands of United States dollars, budget year is from 1 July to 30 June)

Category	*Expenditure[a] (2015/16)*	*Apportionment (2016/17)*	*Cost estimates (2017/18)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	135 849.6	141 110.9	150 688.7	9 577.8	6.8
Civilian personnel	30 048.8	32 178.1	31 715.7	(462.4)	(1.4)
Operational costs	99 727.3	95 335.6	95 608.3	272.7	0.3
Gross requirements	**265 625.7**	**268 624.6**	**278 012.7**	**9 388.1**	**3.5**
Staff assessment income	2 203.8	2 295.0	2 473.3	178.3	7.8
Net requirements	**263 421.9**	**266 329.6**	**275 539.4**	**9 209.8**	**3.5**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**265 625.7**	**268 624.6**	**278 012.7**	**9 388.1**	**3.5**

[a] Includes expenditures for an average of four posts (4 national General Service) and operational costs in respect of the Regional Service Centre in Entebbe, Uganda, which were included in the approved budget for the 2015/16 period.

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	***Total***
Executive direction and management								
Approved 2016/17	–	–	–	13	1	–	–	**14**
Proposed 2017/18	–	–	–	13	1	–	–	**14**
Components								
Security, governance and border monitoring								
Approved 2016/17	225	5 101	50	32	17	–	–	**5 425**
Proposed 2017/18	225	5 101	50	32	17	–	–	**5 425**
Support								
Approved 2016/17	–	–	–	112	71	7	32	**222**
Proposed 2017/18	–	–	–	120	71	–	33	**224**
Total								
Approved 2016/17	225	5 101	50	157	89	7	32	**5 661**
Proposed 2017/18	225	5 101	50	165	89	–	33	**5 663**
Net change	–	–	–	**8**	–	**(7)**	**1**	**2**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Professional Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Interim Security Force for Abyei (UNISFA) was established by the Security Council in its resolution 1990 (2011). The most recent extension of the mandate, until 15 May 2017, was authorized by the Council in its resolution 2318 (2016).

2. The mission is mandated to help the Security Council to achieve an overall objective, namely, support the implementation of the Agreement of 20 June 2011 between the Government of the Republic of the Sudan and the Sudan People's Liberation Movement on Temporary Arrangements for the Administration and Security of the Abyei Area, allowing for returns and ensuring the protection of civilians and support for the peaceful administration of the Abyei Area, as well as support for the Joint Border Verification and Monitoring Mechanism in creating a safe and demilitarized border zone.

3. As part of that overall objective, UNISFA will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized by components (security, governance and border monitoring, and support) derived from the mandate of the mission.

4. The expected accomplishments would lead to the fulfilment of the objective of the Security Council within the lifetime of the mission, and the indicators of achievement show a measurement of progress towards such accomplishments during the budget period. The human resources of UNISFA, in terms of number of personnel, have been attributed to the individual components, with the exception of the mission's executive direction and management, which can be attributed to the mission as a whole. Variances in the number of personnel compared with the 2016/17 budget have been explained under the corresponding components.

5. Following the signing of the 20 June 2011 Agreement, the parties signed the Agreement on Border Security and the Joint Political and Security Mechanism, on 29 June 2011, and the Agreement on the Border Monitoring Support Mission, on 30 July 2011. The agreements provided for the establishment of the Safe Demilitarized Border Zone 10 km on each side of the 1-1-56 borderline, pending the resolution of the status of the disputed areas and the final demarcation of the border. They also provided for monitoring of the Border Zone by the Joint Border Verification and Monitoring Mechanism, which is composed of representatives of both parties and the United Nations.

6. The Security Council, in its resolution 2024 (2011), expanded the mandate of UNISFA in support of the Joint Border Verification and Monitoring Mechanism and extended its area of operations to include the Safe Demilitarized Border Zone. Pursuant to the resolution, UNISFA was also tasked with, among other things: (a) assisting the parties in ensuring the observance of the agreed-upon security commitments within the Border Zone; (b) supporting the operational activities of the Mechanism, including the provision of assistance and advice in planning and

coordination; and (c) facilitating liaison between the parties and assisting in building mutual trust.

7. On 29 May 2013, the Security Council, by its resolution 2104 (2013), increased the authorized strength of UNISFA to 5,326 troops and decided that support for the operational activities of the Joint Border Verification and Monitoring Mechanism would include support for the Ad Hoc Committee, the joint body formed by the Governments of the Sudan and South Sudan on 8 March 2013 to investigate and address violations and complaints relating to the implementation of their border and security agreements.

B. Planning assumptions and mission support initiatives

8. UNISFA is headed by a Head of Mission at the Assistant Secretary-General level, who is supported by a Force Commander, a Deputy Force Commander, a Chief of Staff, a Chief of Mission Support, a Senior Police Adviser and a Principal Border Monitor. The mission comprises a mission headquarters in Abyei town, 13 company operating bases (in Farouk, Diffra, Goli, Todach, Dokura, Highway, Dungop, Tajalei, Banton, Marial Achak, Athony and Agok) and 7 temporary operating bases in the Abyei Area, a logistics base in Kadugli and two locations of the Joint Border Verification and Monitoring Mechanism (a headquarters, a sector headquarters in Kadugli and a sector headquarters in Gok Machar). Three infantry battalions are deployed to cover the northern, central and southern sectors, supported by associated enabling units, including an aviation unit, a multi-role logistics unit, a level II medical facility, an engineering company and a demining platoon. A company-sized quick-reaction force is maintained in Abyei town to provide flexibility and act as a reserve force. Mine action capacity is provided by the United Nations Mine Action Service to identify and clear mines and explosive remnants of war in the Safe Demilitarized Border Zone and the Abyei Area, to ensure freedom of movement for the Joint Border Verification and Monitoring Mechanism and to assist in weapons and ammunition control, storage and disposal.

9. In addition to being the focus of the mission's management, the mission headquarters serves as the principal interface with the joint bodies outlined in the 20 June 2011 Agreement, including the Abyei Joint Oversight Committee, and relevant local actors. Since the killing of the Ngok Dinka Paramount Chief and a United Nations peacekeeper on 4 May 2013, the Oversight Committee has met only once, in March 2015, and has been unable to facilitate a meeting of traditional leaders for further implementation of the Agreement. The African Union Peace and Security Council has yet to consider the report on the investigation of the assassination of the Paramount Chief in May 2013 in order to move the process forward, which would allow the Governments of the Sudan and South Sudan to recommit to the implementation of the agreements on the joint management of Abyei. However, through continuous engagement of Khartoum and Juba by UNISFA, both Governments are gradually showing renewed interest in the work of the Oversight Committee and other related issues. In this regard, a South Sudanese delegation of the Oversight Committee, led by the Co-Chair, undertook a three-day working visit to Abyei town and to UNISFA headquarters, from 30 August to 1 September 2016, to ascertain the latest security developments in the area, the status of the return programme, the economic, social and political impact of the

Ameit market and the humanitarian situation in the area. It is hoped that the visit of the Oversight Committee to Abyei will help to stimulate and promote positive engagement of Juba on important matters of common concern and provide the needed impetus for the next meeting of the Committee in the near future.

10. Together with the mission headquarters in Abyei town, the 13 permanent company operating bases, which conduct at least two independent patrols each, simultaneously cover the Abyei Area. The locations of the bases have been established to meet the minimum requirements for military monitoring and verification. In response to the return of the displaced population and the migration of nomads and their cattle, the mission will be establishing up to 10 bases and checkpoints, including 7 temporary operating bases and 3 permanent and non-permanent checkpoints, in order to create a disengagement area between the opposing communities. The substantive civilian staff of UNISFA will also continue to contribute towards an organized and orderly migration and the return of displaced people to Abyei by facilitating conflict mitigation, community dialogue and peaceful coexistence initiatives among the Ngok Dinka and Misseriya communities.

11. The assumptions set out below will guide UNISFA activities during the 2017/18 period.

12. Depending on the progress in the establishment of the Abyei Police Service, the police component, composed of personnel from multiple police-contributing countries, will support the vetting, selection and recruitment of police personnel, the establishment of the public law-and-order framework, the development of the capacity of the Police Service through training and operational support in Abyei town, Diffra and Agok and other locations under its areas of responsibility.

13. The authorized police component of 50 individual police officers is intended to be fully deployed upon the establishment of the Abyei Police Service by the Governments of both the Sudan and South Sudan. During the 2017/18 period, pending the establishment of the Police Service, it is expected that an average of 25 individual police officers, headed by the Senior Police Adviser at the P-5 level, will be deployed and will remain on the ground to continue supporting community-oriented crime prevention and reduction mechanisms, including through the provision of training to unarmed community protection committees that contribute to security within communities. In line with Security Council resolution 2205 (2015), UNISFA will continue to expand and enhance the capabilities of the community protection committees in order to assist with the management of law-and-order processes. The committees will also continue to provide technical analytical support to the Head of Mission and the UNISFA military component on issues relating to law and order, public order and the protection of civilians.

14. During the 2017/18 period, the Joint Border Verification and Monitoring Mechanism will continue to be operational, and integrated teams consisting of United Nations monitors and representatives of the Sudan and South Sudan will continue the conduct of monitoring and verification patrols within the Safe Demilitarized Border Zone. The Mechanism will continue to conduct aerial patrols to verify the withdrawal of all armed elements (the Sudanese Armed Forces, the Sudan People's Liberation Army and other military and police forces). To date, ground patrols have not yet started, owing to restrictions of movement by both Governments. Four working groups have been set up among UNISFA, the United

Nations Mission in South Sudan (UNMISS) and the African Union-United Nations Hybrid Operation in Darfur (UNAMID) to facilitate inter-mission coordination and collaboration on the Mechanism's security, logistics and communications. The groups have agreed on their respective terms of reference, and the operational strategies are being finalized.

15. The participation of South Sudan's monitors in Joint Border Verification and Monitoring Mechanism operations, which was temporarily suspended by the Government from 22 November 2013 to 27 May 2014 as a result of its concerns regarding the connection of the coordinates of the centre line and the proposed border crossing corridors of the Safe Demilitarized Border Zone, officially resumed on 16 June 2014. A ministerial-level meeting of the Joint Political Security Mechanism was held in mid-October 2015. At the conclusion of the meeting, the parties accepted the map of the Border Zone presented to them by the African Union High-level Implementation Panel in November 2011, and agreed to its centre line as the location of the separation line between armed forces. On 5 June 2016, an ordinary meeting of the Joint Political Security Mechanism was held in Khartoum, in which the representatives of the Sudan and South Sudan agreed to complete the redeployment of forces from the Border Zone after 21 days; to immediately reactivate the Joint Border Verification and Monitoring Mechanism with full operational capability; to operationalize the Joint Border Verification and Monitoring Mechanism sectors in Buram and Malakal in three months; to establish, with assistance from UNISFA, teams sites in sectors 1 and 2 (Gok Machar and Kadugli); to immediately reactivate the Ad Hoc Committee of the "14 Mile" area; to request the African Union High-level Implementation Panel to produce an enlarged version of the African Union-United Nations map of the Border Zone; and to invite the African Union Border Programme Technical Team to identify the proposed temporary centre line. On 21 August 2016, the Ministers of Defence of the Sudan and South Sudan met in Khartoum, on the margins of the visit to the Sudan by the First Vice-President of South Sudan. The meeting discussed outstanding security issues arising from the previous meeting of the Joint Political and Security Mechanism, held on 5 June 2016.

16. Since October 2014, no aerial verification missions have been conducted over the western side of the Safe Demilitarized Border Zone, owing to the decision by the local Sudan People's Liberation Army leadership not to allow UNISFA to increase its troop strength at Gok Machar or to conduct aerial verification patrols over the western portion of the Border Zone.

17. On the basis of the progress mentioned above, UNISFA will continue its high-level engagement with all parties on the need to implement the terms of the 20 June 2011 Agreement and, in particular, to resume meetings of the Abyei Joint Oversight Committee and the Joint Political and Security Mechanism and encourage the establishment of the joint institutions. Continuous engagement by the mission has elicited renewed interest from Juba and Khartoum by creating a window of opportunity for the current stalemate in the political process to be overcome. UNISFA will actively engage the African Union in that regard.

18. UNISFA will also continue to support mediation and inter-community dialogue in order to address tensions between the Misseriya and Ngok Dinka communities. Several such meetings facilitated by the mission were held in Todach,

which proved to be very productive. The meetings resulted in a very peaceful migration, evidenced by the sharing of grazing land and water beyond the Kiir River, as well as the return of rustled cattle by the two communities. Where any community was unable to account for stolen cattle, compensation was paid.

19. It is assumed that the overall security situation in the Abyei Area will remain stable but unpredictable, with risks of possible spillover effects of the conflicts in South Sudan and in Southern Kordofan and Blue Nile States in the Sudan, and possible incursions of illegal groups and proxy forces, as well as non-military security threats, including criminal activities and the presence of armed elements within the various communities. UNISFA, through its conflict prevention and mitigation strategy, will seek to prevent inter-community clashes, including during the seasonal migration of Misseriya nomads and the gradual return of Ngok Dinka internally displaced persons.

20. With regard to the implementation of the border mechanism between the Sudan and South Sudan, it is assumed that the conflicts in those countries will continue to have a negative impact on the security situation in the Safe Demilitarized Border Zone and to delay the full operationalization of the Joint Border Verification and Monitoring Mechanism. Having agreed to the location of the Border Zone centre line in accordance with the African Union High-level Implementation Panel map of November 2011, the Governments of the Sudan and South Sudan may renew their efforts to conclusively determine the location of the centre line on the ground. The Mechanism will continue to carry out air patrols for the monitoring, verification and investigation of allegations of cross-border movements or incidents.

21. Although the mission has declared many locations clear of landmines and from threats from explosive remnants of war, the presence of those items will continue to remain a security concern within both the Abyei Area and the Safe Demilitarized Border Zone.

22. Drawing on the assumptions described above, the mission will focus on pursuing the following strategic priorities during the 2017/18 period: (a) maintaining and enhancing peace and stability in the Abyei Area, including through the protection of civilians; (b) implementing peacebuilding activities, including assisting the parties in planning and holding traditional leaders' dialogues and meetings, and supporting local grass-roots reconciliation initiatives; (c) facilitating the peaceful and organized migration and resettlement of internally displaced persons; (d) assisting the parties in establishing and operationalizing the key institutions provided for in the 20 June 2011 Agreement and other relevant mechanisms agreed upon by both parties; (e) supporting the effective implementation of the Joint Border Verification and Monitoring Mechanism; (f) facilitating the safe and timely delivery of humanitarian assistance; and (g) reinforcing the mission's partnerships with various key stakeholders.

23. Continued efforts by the mission to preserve and enhance peace and stability in the Abyei Area will be aimed at ensuring a zero-conflict situation through the formulation and time-bound implementation of a comprehensive strategy for conflict prevention and mitigation. In that connection, the mission will continue to take the following measures:

(a) Pursuit of a robust military posture, especially along the borders of the Abyei Area, with a view to deterring any potential external threats, drawing on early warning systems;

(b) Continued enhancement of the mission's preventive capability through early warning actions by securing corridors and access for the nomads to adequate water sources and grazing lands;

(c) Flexible configuration of the mission's company operating bases and temporary operating bases, as required, to permit a swift reaction to any potential or emerging internal or external threats;

(d) Provision of assistance to the parties in promoting inter-community dialogue and the revival of inter-community dispute resolution mechanisms leading to the reconciliation and peaceful coexistence of the Ngok Dinka and Misseriya communities;

(e) Organization of the joint security committees, which will involve community leadership in ensuring security in the Abyei Area;

(f) Continuous monitoring of the Abyei Area, especially the identified flashpoints, and aerial monitoring of areas inaccessible to ground monitoring.

24. In addition, UNISFA will continue to support the work of the Joint Border Verification and Monitoring Mechanism in monitoring and verifying the border and thus improving relations between the Sudan and South Sudan and building confidence between the two States. UNISFA will also support the parties in coming to an agreement on the exact location of the centre line of the Safe Demilitarized Border Zone on the ground at the border crossing corridors, and it is hoped that the parties will demonstrate greater commitment to implementing the border arrangements. Until such progress is made, in accordance with the Joint Border Verification and Monitoring Mechanism assessment of May 2015, no further investment is envisaged beyond the level of initial operating capability.

25. At the national level, the mission's engagement will seek to secure the continued cooperation of the Governments of the Sudan and South Sudan as well as of their respective interlocutors, including politicians, community leaders, the African Union (in particular the African Union High-level Implementation Panel), the Government of Ethiopia and the Intergovernmental Authority on Development, with a view to sharing information and assessments and overcoming emerging challenges.

26. In line with relevant Security Council resolutions, mine action operations during the 2017/18 period will continue to reduce the threat of landmines and explosive remnants of war in the Abyei Area and the Safe Demilitarized Border Zone, enabling the freedom of movement of UNISFA personnel, the return of civilians to their communities, a peaceful migration and the delivery of humanitarian aid. The mission will also continue to ensure freedom of movement and the safety of the Joint Border Verification and Monitoring Mechanism, through the clearance of team sites, access and patrol routes, helicopter landing sites and border crossings. Patrol support teams, including mine-protected vehicles, related personnel and various training sessions will be provided for the deployment of the Joint Border Verification and Monitoring Mechanism ground patrols. To enable

UNISFA to deliver its mandate on weapons confiscation, it will be provided with technical support, ensuring that destruction activities are implemented in accordance with international small arms control standards. Various mine risk education programmes to enhance the knowledge of UNISFA personnel, community members, returnees and nomads in the Abyei Area on the threats posed by landmines and explosive remnants of war will be provided. Finally, mine action data will be collected and managed so that all mine action activities in the Abyei Area and the Safe Demilitarized Border Zone are coordinated and in line with accredited procedures.

27. During the 2017/18 period, the mission plans to continue the second phase of the expansion and improvement of the Abyei camp. The related projects include the construction of: (a) a solid waste recycling area ($300,000); (b) a delivery point for the mission's central warehouse ($960,000); (c) irrigation systems ($340,000); and (d) a water collection pond for treated wastewater and harvested rain water ($1.2 million). In the Abyei camp, the mission also plans to undertake the pavement of water evacuation ditches ($1.7 million); various improvements, including curbstone works, pathways on roadsides between offices and accommodations ($952,000); the planting of grass fields and trees in recreation areas ($190,000); and the construction of five security anti-mortar shelters, with a capacity of 100 persons per shelter ($500,000).

28. The mission proposes the reconstruction of main supply roads from Abyei headquarters to Banton, Athony and Agok, including the placement of culverts at water streams, at an estimated cost of $3.6 million, which will enable the mission to reduce its reliance on air assets through the use of ground transportation throughout the year. Requirements for routine maintenance of main supply routes are also included in the proposed budget.

29. The mission plans to continue its efforts to mitigate its environmental impact on its surrounding environment, including the installation and replacement of wastewater treatment units. Treated wastewater will be used for the repair of roads, dust control and irrigation of trees and other landscaped areas. Excess treated water will be disposed of outside the perimeter through perforated pipes to be used by the local community for farming. To date, the mission has planted more than 500 trees and it intends to plant more than 6,000 trees within its camps by June 2018. The mission also plans the construction, throughout its camps, of oil/fuel retaining structures around generator power stations to contain oil/fuel spills and leaks, at an estimated cost of $345,000.

30. For civilian personnel, the proposed budget for the 2017/18 period includes the restructuring of the support component, in accordance with the global field support strategy and the mission's operational requirements. The proposed budget also provides for the establishment of the Environmental Unit, which will be responsible for providing the coordination, monitoring and oversight of the mission's implementation of the Department of Peacekeeping Operations/Department of Field Support Environmental Policy for United Nations Field Missions. The proposed Environmental Unit would be composed of a post of Chief Environmental Officer post (P-4) and a position of Programme Manager (international United Nations Volunteer).

31. In addition, the mission also proposes the conversion of seven temporary positions to seven international posts (1 P-3 and 6 Field Service), in the Engineering Section. The conversion is intended to provide the mission with critical, uninterrupted and timely delivery of technical support for the maintenance and repair of major infrastructure equipment and installations on an ongoing basis. This staffing change is also proposed because the latest agreement on self-sustainment with a troop-contributing country does not include engineering services related to the maintenance of major infrastructure equipment, including generators, electrical and water treatment equipment. Consequently, the mission also needs to provide engineering services for major infrastructure equipment to its military contingents.

32. With regard to its military contingents, the repatriation of the heavy units and their equipment did not materialize by 30 June 2016, as planned. For the 2017/18 period, UNISFA will retain the heavy artillery and tank units pending the readiness of the troop-contributing country to deploy the light reserve units, given the prevailing security situation in the mission's area of operations.

C. Regional mission cooperation

33. The mission will maintain regular and close interaction with the Special Envoy of the Secretary-General for the Sudan and South Sudan in order to synchronize actions that can ensure continued compliance by the parties with their obligations under the relevant resolutions of the Security Council and decisions of the African Union and the various agreements that they have signed. It will be important that the mission continue its strong cooperation with the other United Nations operations in the Sudan and South Sudan, including UNAMID and UNMISS. In this regard, UNISFA will maintain regular collaboration with UNMISS and UNAMID, sharing knowledge and information concerning matters of mutual concern, including on flows of displaced persons and refugees.

34. UNISFA will continue to collaborate with UNMISS in the operation of the Joint Border Verification and Monitoring Mechanism site in Gok Machar. UNMISS will provide limited logistical and administrative support in the development of the Gok Machar site. UNISFA will continue to work with UNMISS and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in the sharing of aircraft, when and as necessary. In addition, the UNISFA back office in Entebbe will be supported through the assistance of MONUSCO and the Regional Service Centre.

35. The Regional Service Centre will continue to provide its client missions with regional support in the areas of onboarding and separation, benefits and payroll, vendor payments, entitlement and official travel, claims processing (such as education grants and reimbursement for mission-related travel), cashier services, training and conference services, transport and movement control and information technology services.

D. Partnerships and country team coordination

36. Through its civilian substantive component and civilian-military coordination, UNISFA will continue to coordinate its activities with United Nations agencies, funds and programmes in Abyei, national and international non-governmental organizations and bilateral donors. In particular, the mission will support the provision of humanitarian assistance throughout the Abyei Area by ensuring the security and freedom of movement of relevant personnel and through workshops on mediation and the peaceful resolution of conflicts using traditional mechanisms. Furthermore, its military, police and civilian components will continue to coordinate their efforts with United Nations agencies, funds and programmes in the protection of civilians, in accordance with the Guidelines for the Coordination between Humanitarian Actors and UNISFA, which were endorsed in October 2015. In addition, the mission will forge stronger relations with the United Nations country teams in Juba and Khartoum, including through participation in meetings and the exchange of information. Finally, UNISFA will work jointly with agencies, funds and programmes to enhance coordination in the delivery of humanitarian assistance and the provision of support for the community protection committees.

E. Results-based-budgeting frameworks

37. To facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. Definitions of the terms relating to the six categories are contained in annex I.A to the present report.

Executive direction and management

38. Overall mission direction and management are to be provided by the immediate Office of the Head of Mission.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*	*United Nations Volunteers*	***Total***
Office of the Head of Mission									
Approved posts 2016/17	1	–	1	1	1	**4**	1	–	**5**
Proposed posts 2017/18	1	–	1	1	1	**4**	1	–	**5**
Net change	–	–	–	–	–	–	–	–	–
Officer of the Force Commander									
Approved posts 2016/17	–	1	–	–	1	**2**	–	–	**2**
Proposed posts 2017/18	–	1	–	–	1	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff*[a]	*United Nations Volunteers*	***Total***
Office of the Deputy Force Commander									
Approved posts 2016/17	–	1	–	–	–	**1**	–	–	**1**
Proposed posts 2017/18	–	1	–	–	–	**1**	–	–	**1**
Net change	–	–	–	–	–	–	–	–	–
Office of the Joint Border Verification and Monitoring Mechanism									
Approved posts 2016/17	–	1	–	–	1	**2**	–	–	**2**
Proposed posts 2017/18	–	1	–	–	1	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Conduct and Discipline Section									
Approved posts 2016/17	–	–	2	–	–	**2**	–	–	**2**
Proposed posts 2017/18	–	–	2	–	–	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Command Operations Centre									
Approved posts 2016/17	–	–	–	2	–	**2**	–	–	**2**
Proposed posts 2017/18	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(2)**	–	**(2)**	–	–	**(2)**
Joint Operations Centre/Joint Mission Analysis Centre									
Approved posts 2016/17	–	–	–	–	–	–	–	–	–
Proposed posts 2017/18	–	–	–	2	–	**2**	–	–	**2**
Net change	–	–	–	**2**	–	**2**	–	–	**2**
Total									
Approved 2016/17	1	3	3	3	3	**13**	1	–	**14**
Proposed 2017/18	1	3	3	3	3	**13**	1	–	**14**
Net change	–	–	–	–	–	–	–	–	–

[a] Includes National Professional Officers and national General Service staff.

International staff: no net change

Table 2
Staffing changes: executive direction and management

Office/Section/Unit	*Type of proposed staffing change*	*Number of posts and positions*	*Post and position details*	*To/from*
Joint Operations Centre/Joint Mission Analysis Centre	Redeployment	2	2 P-3	From Command Operations Centre
Command Operations Centre	Redeployment	(2)	2 P-3	To Joint Operations Centre
Total		–		

Joint Operations Centre/Joint Mission Analysis Centre

International staff: increase of 2 posts (redeployment of 2 P-3 posts)

39. It is proposed that the Joint Operations Centre/Joint Mission Analysis Centre be established during the budget period, which is consistent with other peacekeeping missions and will reflect the inclusion of police and civilian components. The Centre is intended to be the mission's information hub, which provides around-the-clock monitoring of operational activities and events in the region for situational awareness; validates information and rapidly disseminates alerts and information of immediate operational interest; and collates and disseminates integrated reporting. It is also intended to provide a communications link between the Head of Mission, senior mission management and State headquarters, United Nations agencies, funds and programmes, United Nations Headquarters and other stakeholders, as required. The Centre is expected to enhance comprehensive security and political analysis of information and other data received. The proposed structure of the Centre will be consistent with operations in other missions. The mission proposes to staff the Centre through the redeployment of two posts of a Reporting Officer (P-3) and an Analytical Information Officer (P-3) from the Command Operations Centre.

Command Operations Centre

International staff: decrease of 2 posts (redeployment of 2 P-3 posts)

40. It is proposed that the Command Operations Centre be abolished and its two posts of a Reporting Officer (P-3) and an Analytical Information Officer (P-3) be redeployed to the Joint Operations Centre.

Component 1: security, governance and border monitoring

41. UNISFA will continue to provide the sole security presence in the Abyei Area following the withdrawal of the Sudanese Armed Forces, the Sudan People's Liberation Army and the Sudanese and South Sudanese police forces, with the exception of the Sudan Oil Police at the Diffra oil complex in violation of the 20 June 2011 Agreement and multiple resolutions of the Security Council. To monitor demilitarization, deter threats, maintain situational awareness, build confidence and help to create conditions conducive to the safety and security of humanitarian operations, UNISFA will carry out mobile and dynamic operations, conduct day and

night patrols and provide escorts, upon request. During the dry season, the mission will devote additional resources to key areas to ensure secure seasonal migration. To support the implementation of the security aspects of the 20 June 2011 Agreement, it will facilitate the work of the Joint Military Observers Committee and joint military observer teams.

42. Should the Sudan and South Sudan break the current deadlock in the political process with regard to Abyei, UNISFA would continue to support them in the implementation of the 20 June 2011 Agreement and any subsequent agreements that may be reached between the parties. The mission would support the functioning of the Abyei Joint Oversight Committee and the establishment of the Abyei Area Administration, the Abyei Area Council and the Abyei Police Service. In the interim period, dedicated civilian staff will continue work to promote inter-community dialogue, reconciliation and engagement between the Misseriya and the Ngok Dinka and, working closely with the military and United Nations police components, provide facilitation and technical support with respect to intercommunal dialogue initiatives. This will include enhanced efforts aimed at the coordination of activities with the United Nations country team in the Abyei Area and increased outreach to the local communities in support of recovery and resilience programmes.

43. If the parties establish the Abyei Police Service, the UNISFA police component would contribute in accordance with its capacity-building mandate, specifically to: assist the parties in the design of the Service and the preparation of start-up documents, including terms of reference for police personnel, a strategic plan, an implementation framework and a concept of operations in accordance with the Abyei Joint Oversight Committee; develop criteria for vetting, selection and recruitment; provide training and mentoring; and identify and mobilize donor support. In addition, the police component would work to strengthen the capacity of the Abyei Police Service to enable it to provide security for the oil infrastructure in the Abyei Area and to protect civilians under imminent threat of physical violence. The police component will also conduct community-based patrols to monitor security, law and order and the return of displaced persons. It will provide support, including capacity-building, and coordination to enable community protection committees to assist in the management of law-and-order processes, including with regard to humane detention, and training and awareness-raising programmes for the community on matters of law and order.

44. As part of its mandate to support the Sudan and South Sudan in the implementation of their border security agreements, UNISFA will support the Joint Border Verification and Monitoring Mechanism through monitoring, verification and investigation missions within the Safe Demilitarized Border Zone. It will also assist with planning, arbitration, coordination of liaison, reporting, information exchange, coordination of patrols and security, as appropriate. Mine-protected vehicles and crews with an explosive ordnance disposal capacity will be provided to ensure the freedom of movement of the Joint Border Verification and Monitoring Mechanism. Mission-specific training for the Mechanism will also be designed and delivered, as required.

Expected accomplishments	*Indicators of achievement*
1.1 Provision of a safe and secure environment that facilitates safe voluntary returns and a peaceful migration and enables the delivery of humanitarian aid; and strengthened capability of the Abyei Police Service, in accordance with the 20 June 2011 Agreement	1.1.1 Continuation of voluntary returns of displaced persons to their places of origin (2015/16: 113,000; 2016/17: 115,100; 2017/18: 135,100) 1.1.2 Zero incidents of attacks against humanitarian actors (2015/16: 1; 2016/17: 0; 2017/18: 0) 1.1.3 Zero incidents of intercommunal violence during migration (2015/16: 9; 2016/17: 0; 2017/18: 0) 1.1.4 Abyei Area largely free of armed personnel, assets and weapons, except those of UNISFA and the Abyei Police Service (number of occasions when the presence of armed personnel, assets and weapons was recorded: 2015/16: 33; 2016/17: 40; 2017/18: 30) 1.1.5 Zero movements, access, and deployments by UNISFA, the Joint Border Verification and Monitoring Mechanism, humanitarians and civilians, interrupted or cancelled as a result of mines or explosive remnants of war within the Abyei Area and the Safe Demilitarized Border Zone (2015/16: 0; 2016/17: 0; 2017/18: 0)

Outputs

- 788,400 troop-patrol days conducted in the Abyei Area for security, area domination, verification and monitoring and to detect and prevent incursions (30 troops per patrol x 72 patrols per day x 365 days)
- 9,490 United Nations military observer patrols conducted to monitor and verify the redeployment of all forces, and maintain liaison with local communities and authorities in the Abyei Area for early warning and conflict mitigation (13 teams x 2 patrols per day x 365 days)
- 117 hours undertaken for observation of the demilitarization of armed groups and investigation of incidents (2.25 hours x 52 weeks)
- Organization of 446 meetings of the joint security committee held between UNISFA and the Misseriya and Ngok Dinka communities
- Logistical and administrative support for, and provision of advice at, 3 meetings of the Abyei Joint Oversight Committee
- Organization and facilitation of 10 meetings between the Misseriya and Ngok Dinka traditional chiefs for the purpose of facilitating intercommunal dialogue on peaceful coexistence and reconciliation and the revival of intercommunal dispute resolution mechanisms
- Organization of 10 meetings of the Joint Military Observers Committee and 2,555 joint military observer team patrols conducted (7 teams x 1 patrol per day x 365 days)
- 16,425 United Nations police community-based, interactive patrol days for monitoring and reporting on the safe return of displaced persons, security and law and order (15 teams x 3 patrols per day x 365 days)

- Provision of advice and mentoring to 10 community protection committees through co-location
- Provision of advice to 6 meetings of the Inter-Mission Coordination Mechanism on Migration to facilitate organized and systematic annual migration
- Provision of advice and facilitation to 36 local community training and crime awareness-raising programmes (12 in the North sector, 12 in the Central sector and 12 in the South sector)
- Provision of support to 6 workshops, in coordination with the relevant United Nations and non-governmental organization entities on peacebuilding issues, including reconciliation, traditional justice, and small arms control mechanisms, between the Misseriya and Ngok Dinka communities
- Provision of survey and clearance of 100 km of routes for safe access within the Abyei Area; the removal and destruction of 100 per cent of reported landmines and explosive remnants of war; and the destruction of 100 per cent of weapons and ammunition confiscated by UNIFSA, within the Abyei Area
- Provision of 180 sessions on mine risk education (20 sessions/month x 9 months) for communities in the Abyei Area

Expected accomplishments	*Indicators of achievement*
1.2 Full operationalization and effective functioning of the Joint Border Verification and Monitoring Mechanism	1.2.1 The withdrawal plans and allegations verified through the monitoring of 50 per cent of the uncontested Safe Demilitarized Border Zone
	1.2.2 Full deployment of Mine Action Service personnel to the Joint Border Verification and Monitoring Mechanism headquarters, sector headquarters and team sites

Outputs

- 2,738 joint ground patrols (6 teams x 1.25 patrols per day x 365 days), with patrol support teams in mine-protected vehicles and 84 air patrols conducted by Joint Border Verification and Monitoring Mechanism integrated teams at a rate of 7 patrol flights per month
- 12 meetings with Joint Border Verification and Monitoring Mechanism officials at headquarters, sectors and team sites for the provision of advice and support with respect to the coordination and planning of operations to monitor the Safe Demilitarized Border Zone
- 200 km of routes in the Safe Demilitarized Border Zone made safe and accessible, and 100 per cent of landmines and explosive remnants of war reported in the Border Zone removed and destroyed, in accordance with the accredited procedures of the Mine Action Service

External factors

All parties will remain committed to the Agreements of: 20 June 2011 on Temporary Arrangements for the Administration and Security of the Abyei Area; 27 September 2012 on Security Arrangements; 30 July 2011 on the Border Monitoring Support Mission; and 29 June 2011 on Border Security and the Joint Political and Security Mechanism

The Governments of the Sudan and South Sudan will provide UNISFA with full support for the implementation of its mandate, in accordance with Security Council resolutions 1990 (2011) and 2024 (2011) and the status-of-forces agreements signed with both parties. UNISFA will be accorded full freedom of movement and will not be impeded in its operations by cross-border conflict

Table 3
Human resources: component 1, security, governance and border monitoring

Category									*Total*
I. Military observers									
Approved 2016/17									**225**
Proposed 2017/18									**225**
Net change									–
II. Military contingents									
Approved 2016/17									**5 101**
Proposed 2017/18									**5 101**
Net change									–
III. United Nations police									
Approved 2016/17									**50**
Proposed 2017/18									**50**
Net change									–
	International staff								
IV. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	***Subtotal***	*National staff[a]*	*United Nations Volunteers*	***Total***
Office of the Senior Police Adviser									
Approved posts 2016/17	–	–	2	–	1	**3**	2	–	**5**
Proposed posts 2017/18	–	–	2	–	1	**3**	2	–	**5**
Net change	–	–	–	–	–	–	–	–	–
Office of the Chief of Staff (Civilian)									
Approved posts 2016/17	–	–	–	–	–	–	–	–	–
Proposed posts 2017/18	–	1	4	–	2	**7**	1	–	**8**
Net change	–	**1**	**4**	–	**2**	**7**	**1**	–	**8**
Office of the Principal Officer									
Approved posts 2016/17	–	1	4	–	2	**7**	1	–	**8**
Proposed posts 2017/18	–	–	–	–	–	–	–	–	–
Net change	–	**(1)**	**(4)**	–	**(2)**	**(7)**	**(1)**	–	**(8)**

Communications and Public Relations Office									
Approved posts 2016/17	–	–	1	1	–	**2**	–	–	**2**
Proposed posts 2017/18	–	–	1	1	–	**2**	–	–	**2**
Net change	–	–	–	–	–	–	–	–	–
Community Liaison Office									
Approved posts 2016/17	–	–	3	3	–	**6**	3	–	**9**
Proposed posts 2017/18	–	–	3	3	–	**6**	3	–	**9**
Net change	–	–	–	–	–	–	–	–	–
Safety and Security Section									
Approved posts 2016/17	–	–	1	1	12	**14**	11	–	**25**
Proposed posts 2017/18	–	–	1	1	12	**14**	11	–	**25**
Net change	–	–	–	–	–	–	–	–	–
Subtotal, civilian staff									
Approved 2016/17	–	1	11	5	15	**32**	17	–	**49**
Proposed 2017/18	–	1	11	5	15	**32**	17	–	**49**
Net change	–	–	–	–	–	–	–	–	–
Total (I-V)									
Approved 2016/17									**5 425**
Proposed 2017/18									**5 425**
Net change									–

[a] Includes National Professional Officers and national General Service staff.

International staff: no net change

National staff: no net change

Table 4

Staffing changes: component 1, security, governance and border monitoring

Office/Section/Unit	*Type of proposed staffing change*	*Number of posts and positions*	*Post and position details*	*To/from*
Office of the Chief of Staff (Civilian)	Redeployment	8	1 D-1, 4 P-4, 2 Field Service, 1 National Professional Officer	From Office of the Principal Officer
Office of the Principal Officer	Redeployment	(8)	1 D-1, 4 P-4, 2 Field Service, 1 National Professional Officer	To Office of the Chief of Staff (Civilian)
Total		–		

Office of the Chief of Staff (Civilian)

International staff: increase of 7 posts (redeployment of 1 D-1, 4 P-4 and 2 Field Service staff posts)

National staff: increase of 1 post (redeployment of 1 National Professional Officer post)

45. In line with the outcome of the mission's evaluation of its civilian mission management systems, it is imperative that the mission have dedicated capacity at the operational level to oversee the daily operations of the mission's tasks and responsibilities. This capacity would allow the Head of Mission to focus more on strategic issues of importance to the mission. Accordingly, it is proposed that the Office of the Chief of Staff be established, which would assist the Head of Mission in coordinating the activities of mission components and support the integrated delivery of the mission's mandate, including planning, budgeting, information analysis and management, knowledge management, policy formulation and implementation, the effective functioning of management structures and systems and liaison and relations with government entities, such as the Ministry of Foreign Affairs. The Office will also serve as a primary advisory unit to the Head of Mission on substantive and strategic matters relevant to the implementation of the mandate and relations with external actors. It is proposed that eight posts from the Office of the Principal Officer be redeployed to the Office of the Chief of Staff.

Office of the Principal Officer

International staff: decrease of 7 posts (redeployment of 1 D-1, 4 P-4 and 2 Field Service staff posts)

National staff: decrease of 1 post (redeployment of 1 National Professional Officer post)

46. It is proposed that the Office of the Principal Officer, which functioned primarily as the principal adviser to the Head of Mission on substantive issues in UNISFA, be abolished. The eight posts from the Office of the Principal Officer, comprising the posts of Principal Officer (D-1), Legal Officer (P-4), Coordination Officer (P-4), Liaison Officer (P-4), Women/Child Protection Adviser (P-4), Administrative/Protocol Officer (Field Service), Administrative/Protocol Assistant (Field Service) and Legal Officer (National Professional Officer), are proposed for redeployment to the Office of the Chief of Staff (Civilian).

Component 2: support

47. The support component is tasked to provide rapid, effective, efficient and responsible services to support mandate implementation through the delivery of related outputs, service improvements and efficiency gains. Support will be provided to the authorized strength of 225 military observers, 5,101 military contingent personnel, 50 United Nations police officers and 287 civilian personnel. The range of support will comprise all support services, including personnel administration; health care; information and communications technology; logistics operations, including facilities maintenance, ground transportation and supply operations; visa and travel; property management; and security.

48. To improve comparability and accountability, the support component has strengthened its results-based budgeting framework for the 2017/18 period.

Expected accomplishments	*Indicators of achievement*
2.1 Rapid, effective, efficient and responsible support services for the mission	2.1.1 Percentage of approved flight hours utilized (excluding search and rescue, medical evacuation/casualty evacuation) (2015/16: 95 per cent; 2016/17: ≥ 90 per cent; 2017/18: ≥ 90 per cent)
	2.1.2 Cancelled prior-year budget obligations as a percentage of prior-period obligations carried forward (2015/16: 35.2 per cent; 2016/17: ≤ 5 per cent; 2017/18: ≤ 5 per cent)
	2.1.3 Average annual percentage of authorized international posts vacant (2015/16: 21.9 per cent; 2016/17: 20 per cent ± 4 per cent; 2017/18: 20 per cent ± 4 per cent)
	2.1.4 Average annual percentage of female international civilian staff (2015/16: 17 per cent; 2016/17: ≥ 20 per cent; 2017/18: ≥ 24 per cent)
	2.1.5 Average number of working days for roster recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: 127 days; 2016/17: ≤ 50 days; 2017/18: ≤ 48 days)
	2.1.6 Average number of working days for post-specific recruitments, from closing of the job opening to selection, for all international staff selections (2015/16: none; 2016/17: not applicable; 2017/18: ≤ 130 days)
	2.1.7 Overall score on the Department of Field Support environmental management scorecard (2015/16: not applicable; 2016/17: not applicable; 2017/18: 100)
	2.1.8 Percentage of all information and communications technology incidents resolved within the established targets for high, medium and low criticality (2015/16: not applicable; 2016/17: ≥ 85 per cent; 2017/18: ≥ 85 per cent)
	2.1.9 Compliance with the field occupational safety risk management policy (2015/16: 20 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

2.1.10 Overall score on the Department of Field Support property management index (2015/16: 1,735; 2016/17: ≥ 1,800; 2017/18: ≥ 1,800)

2.1.11 Percentage of contingent personnel in United Nations accommodations that are compliant with standards on 30 June, in line with memorandums of understanding (2015/16: 100 per cent; 2016/17: 100 per cent; 2017/18: 100 per cent)

2.1.12 Compliance with United Nations standards for delivery, quality and stock management of rations (2015/16: not applicable; 2016/17: ≥ 95 per cent; 2017/18: ≥ 95 per cent)

Outputs

Service improvement

- Implementation of the mission-wide environmental action plan, in line with the Department of Field Support environment strategy
- Support to the implementation of the Department of Field Support supply chain management strategy and blueprint
- Outsourcing of services for camp maintenance to enhance life support, facilities management and capacity for minor engineering works; and to reduce the mission's reliance on individual contractors

Aviation services

- Operation and maintenance of 7 aircraft (3 fixed-wing and 4 rotary-wing)
- Provision of a total 4,956 planned flight hours (3,383 from commercial providers, 1,573 from military providers) for all services, including passenger, cargo, patrols and observation, search and rescue, and casualty and medical evacuation services
- Oversight of aviation safety standards for 7 aircraft and 11 airfields and landing sites

Budget, finance and reporting services

- Provision of budget, finance, and reporting services for a budget of $278.0 million, in line with delegated authority

Civilian personnel services

- Provision of human resource services for up to 287 authorized civilian personnel (165 international staff, 89 national staff and 33 United Nations Volunteers), including support for claims, entitlements and benefits processing, travel, recruitment, post management, budget preparation, training and staff performance management, in line with delegated authority

Facility, infrastructure and engineering services

- Maintenance and repair services for 15 mission sites in 5 locations

- Implementation of 11 construction, renovation and alteration projects, including camp improvements, environmental developments, security installations, maintenance of 275 km of roads and of 8 airfields/helipads
- Operation and maintenance of 116 United Nations-owned generators and 420 solar lights
- Operation and maintenance of United Nations-owned water supply and treatment facilities (including 18 wells/boreholes and 49 wastewater treatment and drinking water purification plants) at 15 sites
- Provision of waste management services, including liquid and solid waste collection and disposal, at 15 sites

Fuel management services

- Management of supply and storage of 11.6 million litres of petrol (3.6 million litres for air operations, 1.0 million litres for ground transportation, and 7.1 million litres for generators) and of oil and lubricants across distribution points and storage facilities in 4 locations

Geospatial, information, and telecommunications technology services

- Provision of and support for 843 handheld portable radios, 370 mobile radios for vehicles and 50 base station radios
- Operation and maintenance of a network for voice, fax, video, and data communication, including 19 very small aperture terminals, 17 phone exchanges, 71 microwave links, 19 broadband global area network terminals, and provision of 25 satellite and mobile phone service plans
- Provision of and support for 574 computing devices and 119 printers, for an average strength of 584 civilian and uniformed end users, in addition to 183 computing devices and 53 printers for connectivity of contingent personnel, and other common services
- Support and maintenance of 49 local area networks and wide area networks at 33 sites
- Analysis of geospatial data covering 11,000 km^2, maintenance of topographic and thematic layers and production of 2,800 maps

Medical services

- Operation and maintenance of 1 United Nations-owned level I clinic and support for contingent-owned medical facilities (10 level I clinics, 1 level II hospital, and 10 emergency and first aid stations) in 21 locations, and maintenance of contractual arrangements with 2 level II hospitals
- Maintenance of medical evacuation arrangements to 3 medical facilities (1 level II and 2 level III hospitals) in 3 locations inside and outside the mission area

Supply chain management services

- Supply chain management services, including the provision of planning and sourcing support for the acquisition of goods and commodities at an estimated of $42.7 million, in line with delegated authority; receipt, management and onward distribution of up to 4,100 tons of cargo within the mission area; and management, accounting and reporting of property, plant and equipment, financial and non-financial inventories, and equipment below the threshold with a total historical cost of $145 million, in line with delegated authority

Uniformed personnel services

- Emplacement, rotation, and repatriation of a maximum strength of 5,376 authorized military and police personnel (225 military observers, 155 military staff officers, 4,946 contingent personnel and 50 United Nations police officers)
- Inspection, verification and reporting on contingent-owned major equipment and self-sustainment compliance for 16 military units at 16 geographical sites
- Supply and storage of rations, combat rations, and water for an average strength of 4,387 military contingent and formed police personnel
- Support for the processing of claims, including official travel requests, and entitlements, for an average strength of 4,558 military and police personnel
- Support for the processing of 95 in-mission and 16 outside-mission travel requests for non-training purposes and 4 travel requests for training-purposes

Vehicle management and ground transportation services

- Operation and maintenance of 471 United Nations-owned vehicles (including 259 light passenger vehicles, 82 special purpose vehicles, 2 ambulances, and 4 armoured vehicles, and 124 other specialized vehicles, trailers and attachments), 595 contingent-owned vehicles, 3 workshop and repair facilities for United Nations-owned equipment, and provision of transport and shuttle services

Security

- Provision of security and safety services to United Nations personnel and assets 24 hours a day, 7 days a week, for the Abyei Area and the Joint Border Verification and Monitoring Mechanism
- 24-hour radio communication coverage for all United Nations security management system personnel
- 10 mission-wide site security assessments for UNISFA team sites, United Nations agencies, funds and programmes adjacent to UNISFA camps, common premises and the non-governmental organization compound in Agok under the Saving Lives Together framework; 15 minimum operating security standards inspection assessments; and 10 staff visits

Conduct and discipline

- Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention and monitoring of investigations and disciplinary action

HIV/AIDS

- Operation and maintenance of HIV voluntary confidential counselling and testing facilities for all mission personnel, and conduct of a sensitization programme on HIV and other communicable diseases, including peer education, for all mission personnel

External factors

Movement of staff and deployment of operational resources will not be interrupted or restricted. Vendors, contractors and suppliers will deliver goods and services, as contracted

Table 5
Human resources: component 2, support

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Chief of Mission Support									
Approved posts 2016/17	–	1	5	6	16	**28**	8	8	**44**
Proposed posts 2017/18	–	1	7	13	25	**46**	12	10	**68**
Net change	–	–	**2**	**7**	**9**	**18**	**4**	**2**	**24**
Service Delivery Services									
Approved posts 2016/17	–	–	3	9	14	**26**	26	10	**62**
Proposed posts 2017/18	–	–	5	6	35	**46**	40	18	**104**
Net change	–	–	**2**	**(3)**	**21**	**20**	**14**	**8**	**42**
Approved temporary positions[b] 2016/17	–	–	–	1	6	**7**	–	–	**7**
Proposed temporary positions[b] 2017/18	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(1)**	**(6)**	**(7)**	–	–	**(7)**
Subtotal, Service Delivery Services									
Approved 2016/17	–	–	3	10	20	**33**	26	10	**69**
Proposed 2017/18	–	–	5	6	35	**46**	40	18	**104**
Net change	–	–	**2**	**(4)**	**15**	**13**	**14**	**8**	**35**
Supply Chain Management (formerly Supply Chain Services)									
Approved posts 2016/17	–	–	6	5	47	**58**	37	14	**109**
Proposed posts 2017/18	–	–	4	1	23	**28**	19	5	**52**
Net change	–	–	**(2)**	**(4)**	**(24)**	**(30)**	**(18)**	**(9)**	**(57)**
Subtotal, civilian staff									
Approved posts 2016/17	–	1	14	20	77	**112**	71	32	**215**
Proposed posts 2017/18	–	1	16	20	83	**120**	71	33	**224**
Net change	–	–	**2**	–	**6**	**8**	–	**1**	**9**
Approved temporary positions[b] 2016/17	–	–	–	1	6	**7**	–	–	**7**
Proposed temporary positions[b] 2017/18	–	–	–	–	–	–	–	–	–
Net change	–	–	–	**(1)**	**(6)**	**(7)**	–	–	**(7)**
Total									
Approved 2016/17	–	1	14	21	83	**119**	71	32	**222**
Proposed 2017/18	–	1	16	20	83	**120**	71	33	**224**
Net change	–	–	**2**	**(1)**	–	**1**	–	**1**	**2**

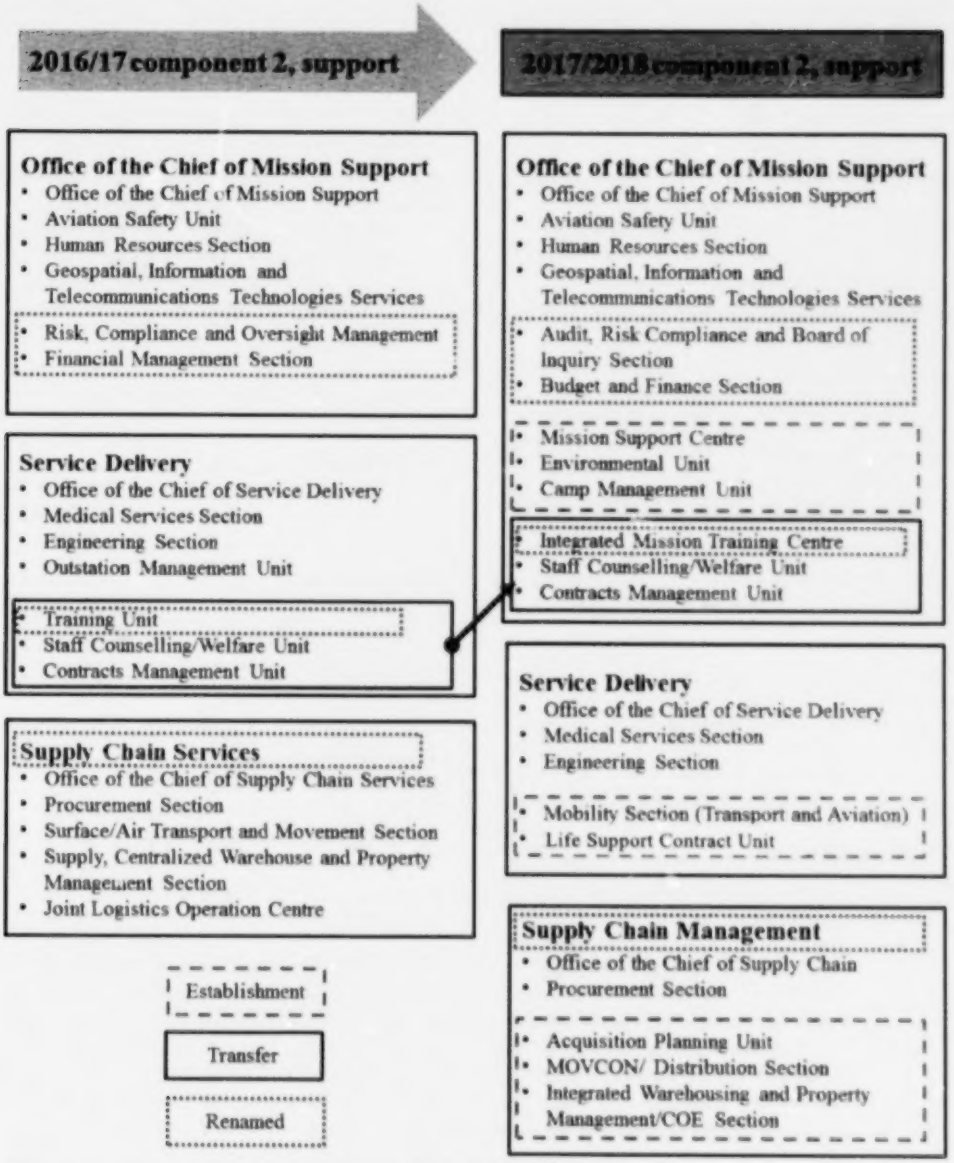
[a] Includes National Professional Officers and national General Service staff.
[b] Funded under general temporary assistance.

International staff: net increase of 1 post

United Nations Volunteers: net increase of 1 position

Figure I

Proposed changes to offices within the support component


2016/17 component 2, support
2017/2018 component 2, support
Office of the Chief of Mission Support
Office of the Chief of Mission Support
Aviation Safety Unit
Human Resources Section
Geospatial, Information and Telecommunications Technologies Services
Risk, Compliance and Oversight Management
Financial Management Section
Service Delivery
Office of the Chief of Service Delivery
Medical Services Section
Engineering Section
Outstation Management Unit
Training Unit
Staff Counselling/Welfare Unit
Contracts Management Unit
Supply Chain Services
Office of the Chief of Supply Chain Services
Procurement Section
Surface/Air Transport and Movement Section
Supply, Centralized Warehouse and Property Management Section
Joint Logistics Operation Centre
Office of the Chief of Mission Support
Office of the Chief of Mission Support
Aviation Safety Unit
Human Resources Section
Geospatial, Information and Telecommunications Technologies Services
Audit, Risk Compliance and Board of Inquiry Section
Budget and Finance Section
Mission Support Centre
Environmental Unit
Camp Management Unit
Integrated Mission Training Centre
Staff Counselling/Welfare Unit
Contracts Management Unit
Service Delivery
Office of the Chief of Service Delivery
Medical Services Section
Engineering Section
Mobility Section (Transport and Aviation)
Life Support Contract Unit
Supply Chain Management
Office of the Chief of Supply Chain
Procurement Section
Acquisition Planning Unit
MOVCON/ Distribution Section
Integrated Warehousing and Property Management/COE Section
Establishment
Transfer
Renamed

Abbreviations: MOVCON, Movement Control; COE, Contingent-owned equipment.

Table 6
Staffing changes: component 2, support, Office of the Chief of Mission Support

Office/Section/Unit	*Type of proposed staffing change*	*Number of posts and positions*	*Post and position details*	*To/from*
Immediate Office of the Chief of Mission Support	Redeployment	1	Field Service	From Outstation Management Unit
Environmental Unit	Establishment	2	1 P-4, 1 United Nations Volunteer	
Contracts Management Unit	Redeployment	4	1 P-3, 2 Field Service, 1 United Nations Volunteer	From Service Delivery Services
Mission Support Centre	Redeployment	5	1 P-4, 2 P-3, 2 Field Service	From Joint Logistics Operations Centre
	Redeployment	7	2 P-3, 1 Field Service, 4 national General Service	From Outstation Management Unit
Geospatial Information and Telecommunications Technology Services	Reassignment	(1)	Field Service	To Acquisition Planning Unit
Camp Management Unit	Reassignment	1	Field Service	From Outstation Management Unit
	Redeployment	1	Field Service	From Engineering Section
	Reassignment	1	Field Service	From Supply, Centralized Warehouse, Property Management Section
Staff Counselling and Welfare Unit	Redeployment	1	P-3	From Service Delivery Services
Integrated Mission Training Centre	Redeployment	1	P-3	From Training Unit, Service Delivery Services
	Reassignment	1	Field Service	From Surface, Air Transport and Movement Section
Total, Office of the Chief of Mission Support		**24**		

Office of the Chief of Mission Support

International staff: net increase of 18 posts

National staff: increase of 4 posts

United Nations Volunteers: increase of 2 positions

49. In order to establish consistency with other peacekeeping missions, the renaming of the Risk Compliance and Oversight Management as the Audit, Risk Compliance and Board of Inquiry Section and the Financial Management Section as the Budget and Finance Section is proposed. The establishment of three units/centres under the Office of the Chief of Mission Support, comprising the Mission Support Centre, the Environmental Unit and the Camp Management Unit is also proposed. Furthermore, it is proposed that the reporting lines of three units/centres be changed from Service Delivery Services to the Chief of Mission Support, comprising the Contracts Management Unit, the Staff Counselling and Welfare Unit

and the Integrated Management Training Centre (renamed from Training Centre). It is proposed that the Aviation Safety Unit, the Human Resources Section and the Geospatial Information and Telecommunications Technology Services remain under the Office of the Chief of Mission Support.

Immediate Office of the Chief of Mission Support

50. To ensure the effective management of these sections/centre/units/services within the Office of the Chief of Mission Support, it is proposed that a post of Administrative Officer (Field Service) be redeployed from the Outstation Management Unit. The incumbent of the post is intended to provide additional support to this Office owing to the projected increased workload and to ensure the smooth coordination and oversight of the redeployed section/centre/units in the Office.

Environmental Unit

51. The establishment of the Environmental Unit is proposed to provide the coordination, monitoring and oversight of the mission's implementation of the Department of Peacekeeping Operations/Department of Field Support environmental policy for United Nations field missions. The Unit would have the following responsibilities:

(a) Coordination and monitoring of the implementation of the environmental policy and guidelines appropriate to the mission's environmental conditions;

(b) Development of the mission's environmental objectives, procedures, guidelines and action plans;

(c) Conduct of environmental baseline studies for new installations, periodic environmental audits and impact assessments to ensure compliance to stated guidelines;

(d) Raising the environmental awareness of and providing training programmes to all mission elements, on the need to conduct their activities in an environmentally responsible manner, and collaborating with troop commanders in enforcing environmental management guidelines at camps;

(e) Providing guidance in the disposal of United Nations assets in an environmentally sound manner;

(f) Development of mitigation measures to address adverse environmental conditions which are attributable to any activities performed by mission elements in the area of operations;

(g) Development and provision of guidance in implementing community environment programmes, to demonstrate the commitment of the United Nations to environmental management;

(h) Coordinating the final cleanup of all sites vacated by UNISFA elements;

(i) Identifying potential pollution sources, developing and coordinating the implementation strategies with the appropriate sections/unit and to address anticipated negative impacts;

(j) Monitoring and computing the mission's carbon footprint, as well as exploring the use of renewable energy such as solar and wind.

In this regard, it is therefore proposed that one post of Chief Environmental Officer (P-4) and one position of Programme Manager (international United Nations Volunteer) be established.

Contracts Management Unit

52. As part of the mission's efforts to restructure its support component to comply with the global field support strategy, it is proposed that two posts of Contracts Management Officer, (1 P-3 and 1 Field Service) and one post and one position of Contracts Management Assistant, (1 Field Service and 1 international United Nations Volunteer) be redeployed to the Office of the Chief of Mission Support.

Mission Support Centre

53. The functioning of the Joint Logistics Operation Centre and the Outstation Management Unit, as two separate entities that have different reporting lines, has not produced the level of cohesion required to coordinate all services provided by the support component at both the mission headquarters and the sectors. It has therefore been decided to integrate the two units into one centre, the Mission Support Centre. This new structure is intended to serve as the main coordinating body for all support initiatives and will report directly to the Chief of Mission Support. By integrating the two existing units, the mission expects to create synergies in terms of workload distribution, information-sharing and effective coverage of all the administrative and logistics required to support the troops and the functioning of the Joint Border Verification and Monitoring Mechanism sectors.

54. It is proposed that the Mission Support Centre be staffed through the redeployment of the post of Chief of Section (P-4) and two posts of Logistics Officer (2 P-3) and two posts of Logistics Assistant (2 Field Service) from the Joint Logistics Operation Centre. In addition, it is proposed that three posts of Administrative Officer (2 P-3 and 1 Field Service) and four posts of Administrative Assistant (4 national General Service) be redeployed from the Outstation Management Unit.

Geospatial Information and Telecommunications Technology Services

55. As part of the mission's efforts to restructure its support component in accordance with the global field support strategy, it is proposed that an Information Systems Assistant (Field Service) in the Geospatial Information and Telecommunications Technology Services be reassigned as an Acquisition Planning Assistant in the Acquisition Planning Unit. The functions of the post will be distributed among the existing staff within the Geospatial Information and Telecommunications Technology Services.

Camp Management Unit

56. The establishment of the Camp Management Unit under the Office of the Chief of Mission Support is proposed in order to improve the coordination, oversight, management and monitoring of all facilities maintenance activities in the

mission related to camp management. In this regard, the mission proposes to staff the Camp Management Unit with Field Service posts through the redeployment of one post of Facilities Management Assistant from the Engineering Section, the reassignment of one post of Administrative Officer from the Outstation Management Unit to a post of Facilities Management Officer and the reassignment of one post of Supply Assistant from the Supply, Centralized Warehouse, Property Management Section to a post of Camp Management Assistant.

Staff Counselling and Welfare Unit

57. The services provided by the Staff Counselling and Welfare Unit are vital to staff in UNISFA, given the isolation of the mission and the extreme weather conditions, coupled with poor infrastructure and accommodation available to staff. It is proposed that the Unit be moved from Service Delivery to the Office of the Chief of Mission Support, with the Unit reporting directly to the Administrative Officer, to better serve the needs of mission personnel.

Integrated Mission Training Centre

58. The mission proposes that the reporting line of the Training Unit be moved from Service Delivery to the Office of Chief of Mission Support and its name be changed to the Integrated Mission Training Centre. The placement of the Centre under the Office of the Chief of Mission Support is intended to prioritize training as a strategic investment in the mission and as a tool to enable United Nations military, police and civilian staff to effectively implement increasingly multifaceted mandates, with the Centre as a central actor in planning, organizing and reporting on all mission training activities. The Centre will be responsible for the coordination of the training, learning and staff development activities for the mission. It will also be responsible for identifying specific training needs and coordinating all cross-cutting training, including on the mission's mandate, United Nations procedures, safety and security, cultural diversity, the protection of civilians, HIV/AIDS, gender, the code of conduct, the prevention of sexual exploitation and abuse, child protection and the protection of women. Moreover, the Centre will coordinate the delivery of substantive and technical training as well as leadership, management and organizational development training. Currently, the Unit consists of one post of Training Officer (P-3), which is not sufficient to cater to the needs of the mission. It is proposed that one Transport Assistant (Field Service) from the Surface, Air and Transport Movement Section be reassigned as a Training Assistant to provide support for the Centre's needs.

Table 7
Staffing changes: component 2, support, Service Delivery Services

Office/Section/Unit	*Type of proposed staffing change*	*Number of posts and positions*	*Post and position details*	*To/from*
Life Support Contract Unit	Redeployment	15	1 P-3, 6 Field Service, 5 national General Service, 3 United Nations Volunteers	From Supply, Centralized Warehouse, Property Management Section
	Reclassification	(1)	P-3	To P-4, Chief of Unit
	Reclassification	1	P-4	From P-3, Supply Officer
Mobility Section	Redeployment	37	1 P-4, 1 P-3, 16 Field Service, 13 national General Service, 6 United Nations Volunteers	From Surface, Air Transport and Movement Section
Engineering Section	Redeployment	(1)	Field Service	To Camp Management Unit
	Redeployment	(1)	Field Service	To Acquisition Planning Unit
	Conversion	(7)	1 P-3 (general temporary assistance), 6 Field Service (general temporary assistance)	To international staff posts
	Conversion	7	1 P-3, 6 Field Service	From general temporary assistance positions
Contracts Management Unit	Redeployment	(4)	1 P-3, 2 Field Service, 1 United Nations Volunteer	To the Office of the Chief of Mission Support
Outstation Management Unit	Redeployment	(7)	2 P-3, 1 Field Service, 4 national General Service	To Mission Support Centre
	Redeployment	(1)	Field Service	To Office of the Chief of Mission Support
	Reassignment	(1)	Field Service	To Camp Management Unit
Training Unit	Redeployment	(1)	P-3	To Integrated Mission Training Centre, Office of the Chief of Mission Support
Staff Counselling and Welfare Unit	Redeployment	(1)	P-3	To Office of the Chief of Mission Support
Total, Service Delivery Services		**35**		

Service Delivery Services

International staff: net increase of 20 posts

National staff: net increase of 14 posts

United Nations Volunteers: net increase of 8 positions

Temporary positions: decrease of 7 positions

59. As part of the mission's efforts to restructure its support component in accordance with the global field support strategy and its operational requirements as shown in figure I, the reorganization of the Service Delivery pillar is proposed. Under the proposed reorganization, the mission plans to establish the Life Support Contract Unit and the Mobility Section (Transport and Aviation) within the Service

Delivery pillar. It is proposed that the Outstation Management Unit be abolished. Furthermore, it is proposed that three units, the Integrated Mission Training Centre (formerly the Training Unit), the Staff Counselling and Welfare Unit and the Contracts Management Unit, report under the Office of the Chief of Mission Support.

Life Support Contract Unit

60. The mission proposes the establishment of a Life Support Contract Unit, which would be responsible for the management and delivery of fuel supplies and rations to respective mission personnel. Its key function is to ensure, through an integrated framework, that all supplies are received from the contractor and delivered to respective mission personnel in a timely manner. The Unit will provide oversight of vendors' performance and compliance, and knowledge of transport issues to prevent delays in the delivery of supplies to the sectors and mission headquarters, as well as reinforce oversight in monitoring stocks and performance, including fraud prevention and quality assurance.

61. The mission proposes the redeployment of a total of 15 posts and positions from the Supply, Centralized Warehouse, Property Management Section, comprising two posts of Supply Officer (1 P-3 and 1 Field Service) and 13 posts and positions of Supply Assistant (5 Field Service, 5 national General Service and 3 United Nations Volunteers). Furthermore, the mission proposes that one post of Supply Officer (P-3) be reclassified as Chief of Unit (P-4), commensurate with the level of duties and responsibilities to provide leadership, management and accountability to the Unit.

Mobility Section

62. The mission proposes that the Mobility Section be established as an integrated section of the mission's transport and aviation units. The role of the Section will be to provide mission personnel efficient, reliable, safe and cost-effective air and ground transportation requirements in support of the mission's mandate. The Section is also intended to maintain operational control and quality assurance, while in full compliance of air/transport standards, rules and regulations. The Section will work closely with other units/sections/offices within the support component, such as Engineering and Movement Control/Distribution by providing heavy equipment for the ongoing expansion and construction projects of the camps. The Section will also work with uniformed personnel in preparation of rotations and provide assistance with operational and emergency air and ground requirements, in a timely manner.

63. It is proposed that a total of 37 posts and positions be redeployed from the Surface, Air Transport and Movement Section. The redeployment includes a post of Chief of Air Operations (P-4); a post of Air Operations Officer (P-3); a post of Transport Officer (Field Service); 14 posts and positions of Air Operations Assistant (10 Field Service, 3 national General Service and 1 international United Nations Volunteer); 18 posts and positions of Transport Assistant (5 Field Service, 9 national General Service and 4 international United Nations Volunteers); one post of Administrative Assistant (national General Service); and one position of Budget Officer (international United Nations Volunteer).

Engineering Section

64. As part of the mission's proposed restructuring of its support component, in accordance with the global field support strategy, it is proposed that two Field Service posts be redeployed from the Engineering Section, comprising one post of Facilities Management Assistant to the Camp Management Unit and a post of Finance and Budget Assistant to the Acquisition Planning Unit. In addition, to enhance service delivery, the mission proposes to convert seven international positions, including one P-3 position (Architect) and six Field Service positions (Engineering Assistants) to seven international staff posts at the respective levels. The conversion from temporary positions funded under general temporary assistance to international staff is intended to provide critical, uninterrupted and timely delivery of technical support for the maintenance of infrastructure including generators, electrical and water sanitation installations. Furthermore, the latest agreement on self-sustainment with a troop-contributing country does not include engineering services related to the maintenance of major infrastructure equipment including generators, electrical and water treatment equipment. Consequently, the mission also needs to provide engineering services for major infrastructure equipment to its military contingents.

Contracts Management Unit

65. As previously mentioned, it is proposed that two posts of Contracts Management Officer (1 P-3 and 1 Field Service) and a post and a position of Contracts Management Assistant (1 Field Service and 1 international United Nations Volunteer), be redeployed from Service Delivery Services to report under the Office of the Chief of Mission Support.

Outstation Management Unit

66. As previously mentioned under the Mission Support Centre, it was determined that the functioning of the Joint Logistics Operation Centre and the Outstation Management Unit, as two separate entities that have different reporting lines, has not produced the level of cohesion required to coordinate all services provided by the support component at both the mission headquarters and the sectors. It has therefore been decided to integrate the two units into one centre, the Mission Support Centre. In this regard, the mission proposes the redeployment of seven posts to the Mission Support Centre, including three posts of Administrative Officer (2 P-3 and 1 Field Service), and four posts of Administrative Assistant (national General Service). It is also proposed that a post of Administrative Officer (Field Service) be redeployed to the Office of the Chief of Mission Support to provide additional support to this Office. Furthermore, it is proposed that one post of Administrative Officer (Field Service) be reassigned as a post of Camp Management Officer in the Camp Management Unit to improve the coordination, oversight, management and monitoring of all facilities maintenance activities in the mission related to camp management.

Table 8
Staffing changes: component 2, support, Supply Chain Management (formerly Supply Chain Services)

Office/Section/Unit	*Type of proposed staffing change*	*Number of posts and positions*	*Post and position details*	*To/from*
Acquisition Planning Unit	Reassignment	1	Field Service	From Geospatial Information and Telecommunications Technology Services
	Redeployment	1	Field Service	From Supply, Centralized Warehouse, Property Management Section
	Redeployment	1	Field Service	From Engineering Section
Surface, Air Transport and Movement Section	Reassignment	(1)	Field Service	To Integrated Mission Training Centre
	Redeployment	(37)	1 P-4, 1 P-3, 16 Field Service, 13 national General Service, 6 United Nations Volunteers	To Mobility Section
	Redeployment	(25)	11 Field Service, 1 National Professional Officer, 10 national General Service, 3 United Nations Volunteers	To Movement Control and Distribution Section
Supply, Centralized Warehouse, Property Management Section	Reassignment	(1)	Field Service	To Camp Management Unit
	Redeployment	(1)	Field Service	To Acquisition Planning Unit
	Redeployment	(15)	1 P-4, 1 P-3, 7 Field Service, 4 national General Service, 2 United Nations Volunteers	To Integrated Warehousing and Property Management/Contingent-owned Equipment Section
	Redeployment	(15)	1 P-3, 6 Field Service, 5 national General Service, 3 United Nations Volunteers	To Life Support Contract Unit
Integrated Warehousing and Property Management/Contingent-owned Equipment Section	Redeployment	15	1 P-4, 1 P-3, 7 Field Service, 4 national General Service, 2 United Nations Volunteers	From Supply, Centralized Warehouse, Property Management Section
MOVCON (Movement Control) and Distribution Section		25	11 Field Service, 1 National Professional Officer, 10 national General Service, 3 United Nations Volunteers	From Surface, Air Transport and Movement Section
Joint Logistics Operation Centre	Redeployment	(5)	1 P-4, 2 P-3, 2 Field Service	To Mission Support Centre
Total, Supply Chain Management		**(57)**		

Supply Chain Management

International staff: net decrease of 30 posts

National staff: net decrease of 18 posts

United Nations Volunteers: net decrease of 9 positions

67. As part of the mission's efforts to restructure its support component in accordance with the global field support strategy and its operational requirements, as shown in figure I, it is proposed that the Supply Chain Services be reorganized and renamed as Supply Chain Management. Under the proposed reorganization, three units/sections, comprising the Surface, Air Transport and Movement Section, the Supply, Centralized Warehouse, Property Management Section and the Joint Logistics Operation Centre are proposed for abolishment, with its existing posts to be redeployed and reassigned to other proposed new units within the support component. Furthermore, the mission plans to establish the Acquisition Planning Unit, MOVCON (Movement Control) and Distribution Section and Integrated Warehousing and Property Management/Contingent-owned Equipment Section within Supply Chain Management.

Acquisition Planning Unit

68. The mission proposes the establishment of the Acquisition Planning Unit, which would be responsible for the acquisition planning and coordination of commodities and services, including equipment for the different sections within the support component. The Unit would also ensure that the mission's acquisition processes are in compliance with United Nations Headquarters policies. Its key function is to ensure, through an integrated framework, that the acquisition requirements of the mission are done in a timely manner so that mission operations and other services including the construction and expansion of camps are implemented effectively. The Acquisition Planning Unit would be comprised of three Field Service posts through the reassignment of a post of Information Systems Assistant from Geospatial Information and Telecommunications Technology Services as an Acquisition Planning Assistant, the redeployment of a post of Supply Assistant from the Supply, Centralized Warehouse, Property Management Section and a post of Finance and Budget Assistant from the Engineering Section.

Surface, Air Transport and Movement Section

69. As part of the mission's proposed restructuring of its support component in accordance with the global field support strategy, it is proposed that the Surface, Air Transport and Movement Section be abolished and its existing 37 posts and positions be redeployed to the Mobility Section and 25 posts and positions to the MOVCON (Movement Control) and Distribution Section. It is also proposed that one post of Transport Assistant (Field Service) from the Section be reassigned as a post of Training Assistant in the Integrated Mission Training Centre to provide support for the Centre's needs.

Supply, Centralized Warehouse, Property Management Section

70. The mission proposes the abolishment of the Supply, Centralized Warehouse, Property Management Section, as part of its efforts to restructure its support component, in accordance with the global field support strategy. The Section's 31 posts and positions are proposed for redeployment, consisting of 15 posts and positions to the Integrated Warehousing and Property Management/Contingent-owned Equipment Section, 15 posts and positions to the Life Support Contract Unit, one Field Service post (Supply Assistant) to the Acquisition Planning Unit. In addition, one Field Service post (Supply Assistant) is proposed for reassignment as a Camp Management Assistant post in the Camp Management Unit.

Integrated Warehousing and Property Management/Contingent-owned Equipment Section

71. The mission proposes the establishment of the Integrated Warehousing and Property Management/Contingent-owned Equipment Section, as part of the mission's efforts to restructure its support component, in accordance with the global field support strategy. The Section will be responsible for the receipt, warehousing, storage and the distribution of assets, supplies, equipment and other materials to mission clients. The Section will also ensure full compliance and reporting of all property, plant and equipment, in accordance with International Public Sector Accounting Standards and established key performance indicators in the management of inventory. Furthermore, the Section will be responsible for the operational and oversight functions with regards to United Nations-owned and contingent-owned equipment.

72. It is proposed that the Section be staffed through the redeployment of 15 posts and positions from the Supply, Centralized Warehouse, Property Management Section, comprising a Chief of Section (P-4), a Property Management Officer (P-3) and 13 Property Management Assistants (seven Field Service, four national General Service and two United Nations Volunteers).

MOVCON (Movement Control) and Distribution Section

73. The mission proposes the establishment of a separate MOVCON (Movement Control) and Distribution Section under the Supply Chain Management pillar, as part of its efforts to restructure its support component, in accordance with the global field support strategy. The Section will be responsible for the execution of deployments, rotations and repatriations of contingents and contingent-owned and United Nations-owned equipment; customs clearing and freight forwarding of personal effects; the booking and check-in of passengers travelling by United Nations aircraft; management of the movement of civilian and contingent personnel within the mission area; and passenger (including dignitaries) and cargo handling and transit warehousing operations at the airport and the logistics base for mission personnel. In addition, the Section will administer and direct heavy transport, which includes the distribution of supplies and contingent-owned equipment across the area of operations of the mission and long-haul operations across the border into Port Sudan.

74. It is proposed that the Section be staffed through the redeployment of 25 posts and positions from the Surface, Air Transport and Movement Section, comprising 11 Field Service posts, including a Transport Officer, a Movement Control Officer and nine Movement Control Assistants; one Movement Control officer (National Professional Officer); and 13 Movement Control Assistants (10 national General Service and 3 international United Nations Volunteers).

Joint Logistics Operation Centre

75. As previously mentioned under the Mission Support Centre, it was determined that the functioning of the Joint Logistics Operation Centre and Outstation Management Unit, as two separate entities that have different reporting lines, has not produced the level of cohesion required to coordinate all services provided by the support component at both the mission headquarters and the sectors. It has therefore been decided to integrate the two units into one centre, the Mission Support Centre. In this regard, the mission proposes that five posts, including a Chief of Section (P-4) and four Logistics Officers (2 P-3 and 2 Field Service) be redeployed from the Joint Logistics Operation Centre to the Mission Support Centre.

II. Financial resources

A. Overall

(Thousands of United States dollars; budget year is 1 July to 30 June.)

Category	Expenditures[a] (2015/16)	Apportionment (2016/17)	Cost estimates (2017/18)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	5 758.2	6 785.1	6 227.8	(557.3)	(8.2)
Military contingents	129 176.1	133 124.1	143 259.2	10 135.1	7.6
United Nations police	915.3	1 201.7	1 201.7	–	–
Formed police units	–	–	–	–	–
Subtotal	**135 849.6**	**141 110.9**	**150 688.7**	**9 577.8**	**6.8**
Civilian personnel					
International staff	24 401.6	28 092.6	27 740.4	(352.2)	(1.3)
National staff	2 145.4	1 482.9	2 462.8	979.9	66.1
United Nations Volunteers	1 630.3	1 460.6	1 512.5	51.9	3.6
General temporary assistance	1 871.6	1 142.0	–	(1 142.0)	(100.0)
Government-provided personnel	–	–	–	–	–
Subtotal	**30 048.8**	**32 178.1**	**31 715.7**	**(462.4)**	**(1.4)**
Operational costs					
Civilian electoral observers	–	–	–	–	–
Consultants	507.2	–	221.0	221.0	–
Official travel	1 395.7	1 103.8	1 192.0	88.2	8.0
Facilities and infrastructure	26 180.5	29 688.5	32 998.0	3 309.5	11.1
Ground transportation	1 399.8	2 425.9	1 688.0	(737.9)	(30.4)
Air operations	28 176.6	23 865.3	23 843.0	(22.3)	(0.1)
Naval transportation	1 335.7	125.0	669.0	544.0	435.2
Communications	4 452.3	4 150.1	4 576.8	426.7	10.3
Information technology	4 292.1	4 653.0	3 786.4	(866.6)	(18.6)
Medical	192.8	398.0	308.0	(90.0)	(22.6)
Special equipment	–	–	–	–	–
Other supplies, services and equipment	31 294.6	28 426.0	25 826.1	(2 599.9)	(9.1)
Quick-impact projects	500.0	500.0	500.0	–	–
Subtotal	**99 727.3**	**95 335.6**	**95 608.3**	**272.7**	**0.3**
Gross requirements	**265 625.7**	**268 624.6**	**278 012.7**	**9 388.1**	**3.5**
Staff assessment income	2 203.8	2 295.0	2 473.3	178.3	7.8
Net requirements	**263 421.9**	**266 329.6**	**275 539.4**	**9 209.8**	**3.5**
Voluntary contributions in kind (budgeted)	–	–	–	–	–
Total requirements	**265 625.7**	**268 624.6**	**278 012.7**	**9 388.1**	**3.5**

[a] Includes expenditures for an average of 4 posts (4 national General Service) and operational costs in respect of the Regional Service Centre in Entebbe, Uganda, which were included in the approved budget for the 2015/16 period.

B. Non-budgeted contributions

76. The estimated value of non-budgeted contributions for the period from 1 July 2017 to 30 June 2018 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	1 175.5
Voluntary contributions in kind (non-budgeted)	–
Total	**1 175.5**

[a] Estimated value of land in Abyei, Gok Machar, Kadugli and the locations of company operating bases, as well as estimated value of landing rights at airports.

C. Efficiency gains

77. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Medical	22.0	Utilization of the mission's air assets rather than commercial airlines for all medical evacuations and repatriations
Total	**22.0**	

D. Vacancy factors

78. The cost estimates for the period from 1 July 2017 to 30 June 2018 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2015/16*[a]	*Budgeted 2016/17*	*Projected 2017/18*
Military and police personnel			
Military observers	45.8	35.0	40.0
Military contingents	13.9	19.0	14.0
United Nations police	60.0	50.0	50.0
Civilian personnel			
International staff	21.9	20.0	20.0
National staff			
National Professional Officers	0.0	0.0	0.0
National General Service staff	18.6	20.0	15.0
United Nations Volunteers	6.3	10.0	10.0
Temporary positions[b]			
International staff	15.4	20.0	–

[a] Rates reflect civilian personnel in UNISFA and excludes the 2 National Professional Officer posts and 7 national General Service posts within the Regional Service Centre in Entebbe.

[b] Funded under general temporary assistance. For the 2017/18 period, there are no temporary positions proposed.

79. The proposed vacancy rates take into account the mission's experience to date and specific circumstances faced by the mission in relation to the deployment of uniformed personnel and recruitment of civilian staff. For military and police personnel, the proposed delayed deployment factors take into account historical and recent deployment patterns and planned deployment. For civilian personnel, the proposed vacancy factors reflect historical vacancy rates, current incumbency patterns and anticipated circumstances that the mission is expected to encounter during the budget period.

E. Contingent-owned equipment: major equipment and self-sustainment

80. Requirements for the period from 1 July 2017 to 30 June 2018 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $40,836,400, as follows:

(Thousands of United States dollars)

	Estimated amount		
Category	*Military contingents*	*Formed police units*	*Total*
Major equipment	23 492.1	–	23 492.1
Self-sustainment	17 344.3	–	17 344.3
Total	**40 836.4**	–	**40 836.4**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental condition factor	2.6	27 June 2011	–
Intensified operational condition factor	3.8	27 June 2011	–
Hostile action/forced abandonment factor	3.3	27 June 2011	–
B. Applicable to home country			
Incremental transportation factor	0.0		

F. Training

81. The estimated resource requirements for training for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	0.0
Official travel	
Official travel, training	407.0
Other supplies, services and equipment	
Training fees, supplies and services	115.0
Total	**522.0**

82. The number of participants planned for the period from 1 July 2017 to 30 June 2018, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2015/16	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*	*Actual 2015/16*	*Planned 2016/17*	*Proposed 2017/18*
Internal	75	97	55	50	72	33	68	118	19
External[a]	51	48	59	16	8	4	4	14	4
Total	**126**	**145**	**114**	**66**	**80**	**37**	**72**	**132**	**23**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the mission area.

83. During the 2017/18 period, training will be provided to international and national staff and the mission's military and police personnel to enhance their skills and knowledge in such areas as the protection of civilians, security, air operations and ground transportation.

G. Mine detection and mine-clearing services

84. The estimated resource requirements for mine detection and mine-clearing services for the period from 1 July 2017 to 30 June 2018 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Special equipment	
Mine detection and mine-clearing equipment	–
Other supplies, services and equipment	
Mine detection and mine-clearing services	17 212.9
Mine detection and mine-clearing supplies	–

85. The proposed requirements for mine detection and mine-clearing services include international and national staff ($3,680,300); official travel ($248,300); contracts for three integrated clearance teams to reduce the threat of landmines and explosive remnants of war in the Abyei Area and the Safe Demilitarized Border Zone, and four patrol support teams to ensure freedom of movement of Joint Border Verification and Monitoring Mechanism ground patrol teams and the delivery of mine risk education to local and migrant communities ($11,050,000); equipment ($500,000) and operating expenses ($437,200). The balance represents support and management fees for the Mine Action Service implementing partner, the United Nations Office for Project Services, amounting to $477,472 and $819,661, respectively.

86. The mission's role in mine detection and mine-clearing activities is reflected in the following outputs, under expected accomplishments 1.1 and 1.2 of the results-based budgeting frameworks:

- Provision of survey and clearance of 100 km of routes for safe access within the Abyei Area; the removal and destruction of 100 per cent of reported landmines and explosive remnants of war; and the destruction of 100 per cent of weapons and ammunition confiscated by UNIFSA, within the Abyei Area
- Provision of 180 sessions on mine risk education (20 sessions/month x 9 months) for communities in the Abyei Area
- 200 km of routes in the Safe Demilitarized Border Zone made safe and accessible, and 100 per cent of landmines and explosive remnants of war reported in the Safe Demilitarized Border Zone removed and destroyed, in accordance with the accredited procedures of the Mine Action Service.

H. Quick-impact projects

87. The estimated resource requirements for quick-impact projects for the period from 1 July 2017 to 30 June 2018, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2015 to 30 June 2016 (actual)	500.0	23
1 July 2016 to 30 June 2017 (approved)	500.0	16
1 July 2017 to 30 June 2018 (proposed)	500.0	25

88. Funding is requested to cover areas of support similar to those in the 2016/17 period. The proposed projects include 12 livelihood and employment generation projects, 6 basic health infrastructure projects and 7 basic school infrastructure education projects. The projects will help to alleviate the frustration among the communities that creates the potential for the outbreak of hostilities, and will act as a confidence- and trust-building measure between UNISFA and the communities.

III. Analysis of variances[1]

89. The standard terminology applied with respect to the analysis of resource variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Military observers	($557.3)	(8.2%)

• External: increase in the delayed deployment factor

90. The reduced requirements are attributable mainly to a higher delayed deployment factor of 40 per cent, compared with 35 per cent applied in the 2016/17 budget.

	Variance	
Military contingents	$10 135.1	7.6%

• External: decrease in the delayed deployment factor

91. The increased requirements are attributable mainly to a lower projected delayed deployment factor of 14 per cent, compared with 19 per cent applied in the 2016/17 budget. The increased requirements are also attributable to the inclusion of requirements for the reimbursement of contingent-owned major equipment related to the retention of heavy artillery and tank units and a higher rate of reimbursement to troop-contributing countries in the amount of $1,410 per month from 1 July 2017 applied in the 2017/18 budget, in accordance with General Assembly resolution 68/281, compared with $1,365 per month from 1 July 2016 used in the 2016/17 budget. The increased requirements are offset in part by the estimated adjustment related to deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned equipment against troop reimbursement costs, in line with Assembly resolution 67/261, in the amount of $3.1 million for the 2017/18 period.

	Variance	
International staff	($352.2)	(1.3%)

• Cost parameters: change in common staff costs

92. The reduced requirements are attributable mainly to the application of a lower percentage of common staff costs at 87.1 per cent of net salaries for the 2017/18 period, compared with 94.3 per cent of net salaries provided for in the 2016/17 period. The reduced requirements are offset in part by the proposed increase of eight international posts comprising the conversion of seven positions (1 P-3 and 6 Field Service) to posts in the Engineering Section and the establishment of one P-4 post in the Environmental Unit.

	Variance	
National staff	$979.9	66.1%

• Cost parameters: change in salaries

93. The increased requirements are attributable mainly to the revision of national staff salary scales, effective 1 September 2016, and the lower vacancy rate for national General Service staff of 15 per cent, compared with 20 per cent provided for in the 2016/17 budget.

	Variance	
General temporary assistance	($1 142.0)	(100.0%)

- **Management: proposed conversion of temporary positions to international staff**

94. The reduced requirements are attributable to the proposed conversion of seven international positions (1 P-3 and 6 Field Service) in the Engineering Section to international posts.

	Variance	
Consultants	$221.0	–

- **Management: additional outputs and inputs**

95. The increased requirements are attributable mainly to the planned engagement of consultants for the provision of: (a) the mission's prorated share for the Rapid Environment and Climate Technical Assistance Facility; (b) additional logistics capacity for the proposed Joint Operations Centre/Joint Mission Analysis Centre; (c) assistance with outreach activities related to sexual abuse and exploitation; and (d) coaching and assistance to line managers in handling staff relations for the improvement of work performance and enhanced productivity.

	Variance	
Official travel	$88.2	8.0%

- **Management: additional inputs and same outputs**

96. The increased requirements are attributable mainly to the projected increase of international staff participating in external training in such areas as air operations and ground transportation, to enhance the mission's capacity in aviation safety and vehicle maintenance.

	Variance	
Facilities and infrastructure	$3 309.5	11.1%

- **Management: additional outputs and inputs**

97. The increased requirements are attributable mainly to: (a) architectural and demolition services related to the second phase of the Abyei camp expansion and the reconstruction of main supply routes; (b) alteration and renovation services related to the improvement of curb stone works and pathways at Abyei Headquarters, the maintenance of supply routes and the construction of five security shelters; and (c) field defence supplies related to the acquisition of materials required for the enhancement of security installations as part of the minimum operating security standards in Abyei, endorsed by the Department of Safety and Security. The increased requirements are offset in part by the lower planned acquisition of prefabricated facilities, generators and electrical equipment, safety and security equipment and engineering supplies, owing to the availability of existing stock.

	Variance	
Ground transportation	($737.9)	(30.4%)

• Management: reduced inputs and same outputs

98. The reduced requirements are attributable mainly to the lower estimated cost of diesel fuel of $0.66 per litre applied in the 2017/18 period, compared with $0.81 per litre applied in the 2016/17 period, the non-acquisition of vehicles for the 2017/18 period and the planned utilization of a global policy for liability insurance managed at United Nations Headquarters.

	Variance	
Naval transportation	$544.0	435.2%

• Management: additional outputs and inputs

99. The increased requirements are attributable mainly to the additional number of required sea containers to accommodate the projected acquisition of material and supplies in the 2017/18 period.

	Variance	
Communications	$426.7	10.3%

• Management: additional inputs and same outputs

100. The increased requirements are attributable mainly to provisions related to dedicated bandwidth for data transfer and Internet access to improve the posting and maintenance of mission-related updates on news and information websites, and the provision of low-latency Internet connection to improve connectivity and support various applications. The variance is offset in part by the lower planned acquisition of spare parts, owing to the availability of existing stock.

	Variance	
Information technology	($866.6)	(18.6%)

• Management: reduced inputs and same outputs

101. The reduced requirements are attributable mainly to the lower planned replacement of information technology equipment and lower requirements for the development of digital vector maps under geographic information systems.

	Variance	
Medical	($90.0)	(22.6%)

• Management: reduced inputs and same outputs

102. The reduced requirements are attributable mainly to the exclusion of requirements related to medical evacuation services, owing to the mission's planned utilization of its own air assets for medical evacuations and repatriations.

	Variance	
Other supplies, services and equipment	($2 599.9)	(9.1%)

• **Management: reduced inputs and same outputs**

103. The reduced requirements are attributable mainly to lower projected costs related to mine action activities, owing to the implementation of revised contracts and the lower planned number of individual contractors. This variance is offset in part by increased requirements in bank charges incurred mainly by UNAMID for the provision of banking services on behalf of UNISFA, based on recent expenditure patterns.

IV. Actions to be taken by the General Assembly

104. **The actions to be taken by the General Assembly in connection with the financing of the mission are:**

(a) **Appropriation of the amount of $278,012,700 for the maintenance of the mission for the 12-month period from 1 July 2017 to 30 June 2018;**

(b) **Assessment of the amount in subparagraph (a) above at a monthly rate of $23,167,725, should the Security Council decide to continue the mandate of the mission.**

V. Summary of follow-up action taken to implement the decisions and requests of the General Assembly in its resolutions 70/286 and 70/269, including the requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly

A. General Assembly

Cross-cutting issues

(Resolution 70/286)

Decision/request	*Action taken to implement decision/request*
Personal issues	
Requests the Secretary-General to improve the ratio of substantive to support staff, with particular attention to the feasibility of nationalizing functions, especially Field Service level functions, to ensure that the civilian staffing structure is appropriate for the effective implementation of the current mission mandate and that it reflects staffing best practices across other missions (para. 20)	UNISFA continues to actively engage in workforce planning in order to ensure that the mission's human resources are appropriately aligned to the changing priorities of the mission's mandate. UNISFA will continue to make efforts to take into consideration the feasibility of improving the ratio of substantive-to-support staff, as well as the possibilities for the nationalization of existing functions
Urges the Secretary-General to make every effort to reduce the recruitment lead time for staff in field missions, taking into account the relevant provisions governing recruitment of United Nations staff, to enhance the transparency of the staffing process at all stages and to report on the steps taken and results achieved in the context of his next overview report (para. 22)	UNISFA continues to experience difficulties and delays in obtaining visas for international staff, which significantly lengthens the recruitment process and at times results in prospective candidates withdrawing their interest in working with the mission. The mission also has difficulties in attracting qualified candidates for international staff posts to work in Abyei. In order to reduce vacancy rates for international staff, the mission continues to work closely with hiring managers to create job profiles, publish job openings, and complete evaluations in a timely manner. UNISFA is also working with the authorities to have visas issued in a more expeditious manner
Welcomes the continued efforts of the Secretary-General to mainstream gender perspectives in United Nations peacekeeping, and requests the Secretary-General to ensure that senior gender advisers in all United Nations peacekeeping operations report directly to mission leadership (para. 24)	In UNISFA, the gender advisory role is performed by a Women/Child Protection Officer. The incumbent reports to the Principal Officer (Chief of Staff) and works closely with the Principal Officer, the Office of the Head of Mission and other members of mission leadership to ensure that a gender perspective is incorporated in all mission priorities and activities

Decision/request	*Action taken to implement decision/request*
Recognizes the role of women in all aspects of peace and security issues, expresses concern about the gender imbalance in the staffing of peacekeeping operations, particularly at senior levels, requests the Secretary-General to intensify efforts to recruit and retain women in peacekeeping operations, in particular to appoint women to senior United Nations leadership positions, with full respect for the principle of equitable geographical distribution, in conformity with Article 101 of the Charter of the United Nations, considering, in particular, women from troop- and police-contributing countries, and strongly encourages Member States, where applicable, to identify and regularly submit more women candidates for appointment to positions in the United Nations system (para. 25)	UNISFA continues to emphasize the importance of improving the mission's gender balance as well as ensuring an equitable geographical distribution of staff members. All recruitment processes are thoroughly reviewed to ensure that applications by female and geographically underrepresented candidates have been given substantive consideration. The mission also works with counterparts in the Field Personnel Division to conduct outreach activities to increase the number of female and geographically underrepresented applicants to the mission's job postings
Operational requirements	
Requests the Secretary-General to continue his efforts to reduce the overall environmental footprint of each peacekeeping mission, including by implementing environmentally friendly waste management and power generation systems, in full compliance with the relevant rules and regulations, including, but not limited to, the United Nations environmental and waste management policy and procedures (para. 31)	The mission is currently installing wastewater treatment plants at all camps to achieve zero disposal of untreated wastewater by 30 June 2017. A contract for solid waste disposal landfills for all mission camps has been awarded. Landfill sites have been selected in collaboration with local community leaders. A programme to replace traditional lighting systems with A++ energy efficiency rating fixtures has been initiated. The contract for camp management services includes a requirement for the services to be exclusively "environmentally/eco-friendly". UNISFA has acquired one heavy duty shredder for plastics and metals to ensure solid waste separation. The purchase of two more shredders for vehicle tires and the recycling of used oil filters has been initiated. UNISFA has purchased perforated pipes for a leach system. This system will allow the safe disposal of excess treated wastewater
Recognizes the increasing demands and challenges of the volatile work environment faced in peacekeeping operations, and requests the Secretary-General to strengthen capacity and standards with regard to the 10-1-2 casualty response, including capacity-building, training and education, and to continue to develop innovative solutions in this regard (para. 32)	The Safety and Security Section and the Medical Section have continually worked together to enhance the emergency preparedness of the mission and focus on building the first-aid capacity and capability of mission personnel. The Safe and Secure Approaches to Field Environment training as well as first-aid care training are conducted regularly. The Medical Section ensures that the 10-1-2 casualty response principle is observed for all trauma/injury cases

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure the security of information and communications in missions, including those gathered from the use of unmanned aerial systems, as a matter of priority (para. 35)	Regarding information security, UNISFA applies compatible and recommended minimum standards set by the Department of Peacekeeping Operations and the Department of Field Support for field operations. The physical security of information and communications technology (ICT) infrastructure and its locations, are currently being reviewed for further improvement, including additional monitoring to provide controlled access to these areas. The mission will continue to strictly monitor the physical security and controlled access of all ICT infrastructures and its locations. UNISFA is also utilizing proprietary software and e-mail with encryption capabilities. On the communications side, the UNISFA Tetra system has air interface encryption, which provides security for messages between the base station and the handheld and mobile radios. In addition, the high frequency (HF) network contains a number of radio stations equipped with HF encrypted data modem to provide secure messages between them
Further requests the Secretary-General to present in individual mission budget proposals a clear vision of the annual construction requirements by ensuring, as appropriate, multi-year plans and to continue his efforts to enhance the accuracy of budgeting, by improving aspects of project planning, management and oversight, with due consideration of operational circumstances on the ground, and to closely monitor the execution of works to ensure their timely completion (para. 42)	UNISFA initiates and implements construction projects based on its operational requirements and, as presented in its budget proposal. In addition, the mission also undertakes other essential projects on a recurring basis, such as the repair of supply and patrolling routes. All construction projects are subject for review by the Programme Management Group. However, the mission still faces difficulties with the delivery of materials and accessibility of contractors to the southern part of the Abyei Area, including the reconstruction of the main supply route that becomes inaccessible during rainy season
Requests the Secretary-General to strengthen oversight and internal controls in the areas of procurement and asset management across peacekeeping missions, including by holding a named official in mission management accountable for checking stock levels before undertaking any acquisition activity in order to ensure compliance with established asset management policies, taking into account the current and future needs of the mission and the importance of the full implementation of the International Public Sector Accounting Standards (para. 43)	All pertinent sections of the mission are working together to implement this recommendation. The mission has placed greater emphasis on harmonising acquisition plans throughout the mission in order to more accurately reflect current and future needs. In the 2017/18 period, the mission is proposing the establishment of an Acquisition Planning Unit to ensure that the mission's acquisition processes are in compliance with United Nations Headquarters policies. The new Unit will work with other entities within the mission to assess stock levels before undertaking any acquisition activity

Decision/request	*Action taken to implement decision/request*
Encourages the Secretary-General to utilize local materials, capacity and knowledge in the implementation of construction projects for peacekeeping operations, in compliance with the United Nations Procurement Manual (para. 45)	Where possible, most construction projects are being implemented by utilizing locally available materials and all purchases are being conducted in accordance with the United Nations Procurement Manual
Requests the Secretary-General to make full use of the Regional Procurement Office in Entebbe, Uganda, for procurement in the field (para. 46)	The mission continues to implement this request by accessing the services provided by the Regional Procurement Office when it is considered to be most suitable and optimal. UNISFA is fully supported by that Office, which facilitates the processing and establishment of specific contracts; fulfils contract administration duties; assists with various performance-related issues regarding regional vendors as well as with vendor registrations; and provides training and advice. In December 2016, the mission transferred all tender activities to the Regional Procurement Office
Recalls paragraph 38 of its resolution 69/307, and requests the Secretary-General to continue to consider measures to be implemented to strengthen the security of air crews working under contracts with the United Nations, including confirming that the appropriate lines of responsibility for the handling of related security aspects are in place, and to report thereon in the context of the next overview report (para. 47)	UNISFA has implemented the Aviation Risk Management programme and all flights are operated after a thorough assessment of the threat and risk levels. The mission ensures that risk levels for all flights are mitigated and reduced to as low as practically possible before launching. Flights that fall under high and medium risks are only launched with appropriate authorization involving the Head of Mission, Force Commander, Chief of Mission Support and Chief Aviation Officer. The air carriers have equally provided their policy and standard operating procedures for flight operations for different risk levels, which the mission observes. On the issue of accommodation, air crews are housed within the UNISFA compound and receive the same security protection as UNISFA staff
Recognizes the important role played by quick-impact projects in supporting the implementation of mission mandates, stresses the need for the timely, responsible and accountable implementation of all planned projects, and requests the Secretary-General to enhance the impact of these projects while addressing underlying challenges (para. 55)	Following consultations with community leaders to determine priority areas, during the 2015/16 period, UNISFA achieved timely and accountable implementation, with non-governmental implementing partners, of all 23 planned quick-impact projects, focusing on providing basic services in support of local communities. To further enhance the impact of these projects, UNISFA will continue to rely on closer collaboration and consultations with the communities to be served by the projects, potential implementing partners, and other United Nations agencies and funds, in identifying and prioritizing the specific needs, goals, and locations for the projects

Decision/request	*Action taken to implement decision/request*
Recalls the collective and unanimous position that one substantiated case of sexual exploitation and sexual abuse is one case too many, and requests the Secretary-General to ensure that all peacekeeping operations implement fully the United Nations policy of zero tolerance of sexual exploitation and sexual abuse in United Nations peacekeeping operations with regard to all civilian, military and police personnel (para. 70, see also paras. 71, 76 and 79-82)	The related response for all peacekeeping missions, including UNISFA, to address issues raised in paragraphs 70, 71, 76 and 79 to 82, will be included in the context of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse
Welcomes the determination of the Secretary-General to fully implement the United Nations policy of zero tolerance of sexual exploitation and abuse, and requests the Secretary-General to report on the results achieved and challenges encountered in the next report (para. 71)	
Calls upon the Secretary-General to ensure coordination across United Nations entities at the country level in order for victims to receive immediate basic assistance and support in accordance with their individual needs arising from alleged sexual exploitation and abuse (para. 76)	
Requests the Secretary-General to immediately inform the Member States concerned about allegations of sexual exploitation and abuse, of which United Nations entities may become aware, in missions operating under a Security Council mandate, and requests the Secretary-General to ensure that the Member States concerned receive all available information to allow for appropriate follow-up by their national authorities (para. 79)	
Recognizes the risk factors linked to recent allegations of sexual exploitation and abuse, as identified by the Secretary-General in paragraph 25 of his latest report, including the rehatting of troops, the absence of predeployment training on standards of conduct, the excessive length of deployment for certain contingents, the living conditions of contingents, including lack of welfare and communication facilities to stay in contact with home, camps being situated in proximity to and not properly separated from the local population and lack of discipline among some contingents, and in this regard requests the Secretary-General to further	

Decision/request	*Action taken to implement decision/request*
analyse all risk factors, including those listed above, in his next report and to provide recommendations to mitigate those risks, taking into account the respective responsibilities of missions, the Secretariat and troop- and police-contributing countries (para. 80)	
Stresses the importance of training all personnel for the prevention of sexual exploitation and sexual abuse, as part of the predeployment training, as well as in mission training and awareness-raising programmes, and requests the Secretary-General to expedite the deployment of the e-learning programme (para. 81)	
Recalls paragraph 175 of the report of the Advisory Committee, and requests the Secretary-General to include in future reports information on allegations of sexual exploitation and abuse by non-United Nations forces operating under a Security Council mandate (para. 82)	

Financing of the United Nations Interim Security Force for Abyei

(Resolution 70/269)

Decision/request	*Action taken to implement decision/request*
Expresses concern at the high vacancy rate in the Force, and requests the Secretary-General to take appropriate measures to ensure that recruitment is completed as a matter of priority and to report thereon in the context of his next budget submission (para. 9)	UNISFA continues to make every effort to fill vacant positions in the mission, as well as effectively anticipate future vacancies to ensure that necessary action is taken to ensure that departing staff are replaced expeditiously. The mission's major obstacle in reducing the vacancy rate continues to be the difficulties and delays in obtaining visas for international staff

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/70/742)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee shares the concern of the Board of Auditors over the continuing level and frequency of redeployments among and between expenditure groups and classes across peacekeeping operations (para. 31)	UNISFA recognizes that redeployments are used in exceptional instances and after full justification has been made in accordance with the guidance and delegation that accompanies the financial authority given to the Chief of Mission Support. Redeployments are a necessary tool used in responding to operational imperatives in the dynamic environment of a peacekeeping operation. Officials implementing peacekeeping budgets have to continually assess requirements to account for the operating environment to identify and decide on emerging priorities. All redeployments made by the mission have been in compliance with the existing delegation of financial authority
The Committee notes with regret that mission budget proposals for 2016/17 do not always comply with the requirement for all posts that have been vacant for two years or longer to be reviewed and the posts proposed for retention or abolishment (para. 46)	UNISFA reviews its vacant posts when considering the staffing requirements for the financial year. The need to justify continued requirements for vacant posts has been strongly emphasized to all units and the mission has taken appropriate action to review staffing requirements
In the light of the magnitude of the resources allocated to air operations across peacekeeping operations and the audit findings cited above, together with the additional observations and recommendations made in paragraphs 119 to 138 below, the Advisory Committee reiterates its view that an important opportunity exists to improve the overall efficiency and effectiveness of air operations, including the possibility of realizing si[illegible]nificant cost savings in future budgets (para. 116)	UNISFA has factored in past aircraft performance in the preparation of the budget. Utilizing past statistics, the mission has arranged for cost-sharing of air assets with UNMISS and MONUSCO, where applicable, hence increasing utilization, and has also requested that two sets of air crews operate some aircraft. Both of these measures are expected to reduce costs and improve efficiency
The Committee therefore recommends that a breakdown of the travel requirements for all peacekeeping operations, including details with respect to trip destinations, the purpose of the trips, the number and functions of travellers, estimated air fares and other travel costs, be provided to the Committee in the information provided prior to its consideration of mission budget proposals (para. 154)	UNISFA complies with the reporting requirements of the legislative bodies, and adequately fulfils all requests for information in relation to budgetary reviews. The mission will strive to comply with the Committee's request in a timely manner

Construction

The Committee stresses the need for realistic planning and budgeting, enhanced project monitoring and oversight including by the appropriate offices within the Department of Field Support at Headquarters and the United Nations Logistics Base, particularly for those projects spanning more than one budgetary cycle. Details for multi-year projects should be included in specific budget proposals, including the overall status of implementation at the time of the respective budget request and those projects valued at $1 million or more should be clearly identifiable within the budget request (para. 157)	Where applicable, UNISFA reports in its budget proposals all construction projects that span more than one year and projects with estimated requirements at $1 million or more in budget proposals
The Committee looks forward to reviewing the results of the analysis currently under way examining the possibility of replacing part of the light passenger vehicle fleet with sedan-type, multipurpose and alternative type vehicles. The Committee trusts that the mission vehicle acquisition plans for the 2017/18 financial period will reflect the outcome of this review (para. 160)	UNISFA has reviewed the possibility of replacing its current light passenger fleet with vehicles that are lower cost and environmentally friendly. However, owing to the poor state of roads in the mission area, especially during the rainy season, vehicles such as sedans, multipurpose and alternative type vehicles are not conducive to withstand the difficult road conditions

Financing of the United Nations Interim Security Force for Abyei

(A/70/742/Add.16)

[illegible]	[illegible]
The Advisory Committee stresses the need for better planning of travel. It is of the view that the UNISFA rate of compliance with the 16-day advance purchase policy should be improved, and expects that further efforts will be made in that regard (para. 32)	UNISFA continues to work closely with the Regional Service Centre in Entebbe to ensure the timely submission of travel requests, and to implement review and reporting mechanisms to improve compliance with standing policies
The Advisory Committee reiterates that UNISFA should increase its efforts to consolidate meetings taking place at the same destination and to use alternative means of communication whenever possible (para. 33)	UNISFA continues to increase its efforts to reduce the requirement for meeting-related travel, including placing an emphasis on the use of videotelecconferencing

The Advisory Committee welcomes the approach taken to use alternative, cost-effective approaches for the delivery of training, which allowed for a larger number of participants at lower cost. The Committee encourages UNISFA to continue to pursue such efforts in order to use training resources effectively and efficiently. The Advisory Committee trusts that the lessons learned at UNISFA in that regard will be shared with other peacekeeping operations and widely applied, as appropriate (para. 34)	For the 2017/18 period, the mission is proposing to strengthen the Training Unit through the proposed change of its reporting line to the Chief of Mission Support and its name to the Integrated Mission Training Centre, and the proposed addition of a Training Assistant through reassignment, to ensure that best practices in the formulation and implementation of training plans are designed pursuant to and implemented in accordance with the budget. The mission will also continue to explore possible options related to the conduct of training within the mission, as it is feasible, in order to maximize the number of beneficiaries and minimize costs
The Advisory Committee notes the Secretary-General's statement that the construction projects planned for 2016/17 are critical for the implementation of mandated activities and for the improvement of living conditions in the camps, and welcomes the start of construction activity, which has been delayed since 2013/14. The Advisory Committee recommends that the General Assembly request the Secretary-General to monitor progress closely and make every effort to ensure that the planned construction activities are completed according to schedule and that living conditions in the camps are improved without further delay. The Advisory Committee further recommends that the Secretary-General be requested to report on progress in his next budget submission (para. 38)	UNISFA will continue its efforts to mitigate challenges related to the accessibility of contractors and materials, which are currently being resolved. The mission has already obtained and ordered the majority of equipment for the current budget year. Outsourcing of construction services has been initiated for the majority of planned projects, including the improvement of living conditions at the mission's headquarters compound in Abyei. The last phase of camp improvements has been proposed in the budget for the 2017/18 period.
While recognizing the need to maintain adequate stocks of spare parts to ensure a high level of operational availability of ICT equipment, the Advisory Committee trusts that attention will be paid to achieving an optimum level of stocks, and thereby avoiding excessive holdings of spare parts and risks of obsolete inventories (para. 42)	The UNISFA Geospatial Information and Telecommunications Technology Services will strictly monitor stocks of spare parts of ICT equipment to achieve an optimum level. However, owing to the isolation and remoteness of Abyei, the weather conditions and prevailing difficulties in shipping computer and communications equipment to Abyei, it is imperative that the Geospatial Information and Telecommunications Technology Services have more spare parts in its inventory, compared with many other peacekeeping missions In addition, UNISFA is regularly monitoring stock positions of spare parts for deployment to other peacekeeping missions, if necessary

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terms have been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

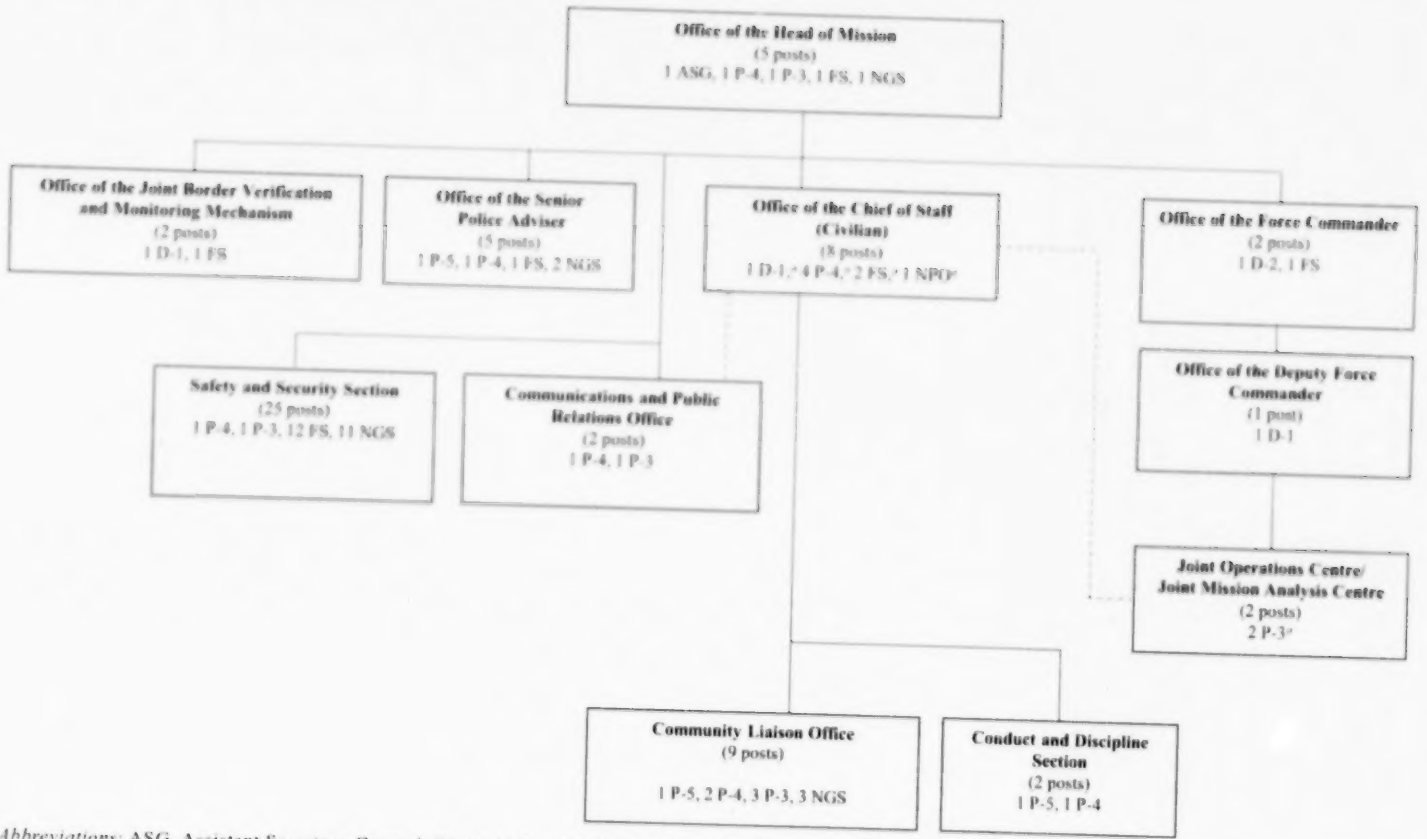
Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate
- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

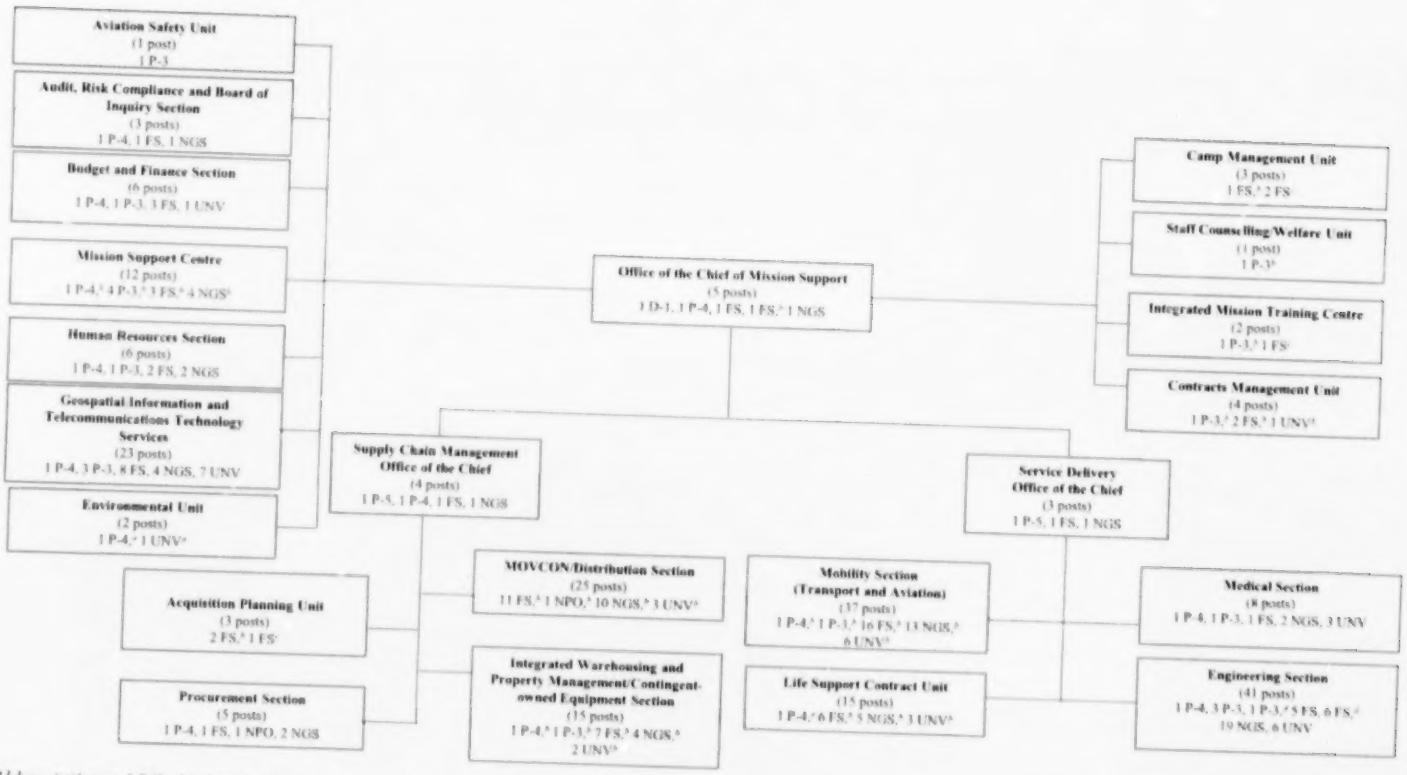
A. Substantive offices


Office of the Head of Mission
(5 posts)
1 ASG, 1 P-4, 1 P-3, 1 FS, 1 NGS
Office of the Joint Border Verification and Monitoring Mechanism
(2 posts)
1 D-1, 1 FS
Office of the Senior Police Adviser
(5 posts)
1 P-5, 1 P-4, 1 FS, 2 NGS
Office of the Chief of Staff (Civilian)
(8 posts)
1 D-1,[a] 4 P-4,[a] 2 FS,[a] 1 NPO[a]
Office of the Force Commander
(2 posts)
1 D-2, 1 FS
Safety and Security Section
(25 posts)
1 P-4, 1 P-3, 12 FS, 11 NGS
Communications and Public Relations Office
(2 posts)
1 P-4, 1 P-3
Office of the Deputy Force Commander
(1 post)
1 D-1
Joint Operations Centre/ Joint Mission Analysis Centre
(2 posts)
2 P-3[a]
Community Liaison Office
(9 posts)
1 P-5, 2 P-4, 3 P-3, 3 NGS
Conduct and Discipline Section
(2 posts)
1 P-5, 1 P-4

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

[a] Redeployment.

B. Support component


Aviation Safety Unit
(1 post)
1 P-3
Audit, Risk Compliance and Board of Inquiry Section
(3 posts)
1 P-4, 1 FS, 1 NGS
Budget and Finance Section
(6 posts)
1 P-4, 1 P-3, 3 FS, 1 UNV
Mission Support Centre
(12 posts)
1 P-4,[a] 4 P-3,[a] 3 FS,[a] 4 NGS[b]
Human Resources Section
(6 posts)
1 P-4, 1 P-3, 2 FS, 2 NGS
Geospatial Information and Telecommunications Technology Services
(23 posts)
1 P-4, 3 P-3, 8 FS, 4 NGS, 7 UNV
Environmental Unit
(2 posts)
1 P-4,[c] 1 UNV[a]
Office of the Chief of Mission Support
(5 posts)
1 D-1, 1 P-4, 1 FS, 1 FS,[c] 1 NGS
Camp Management Unit
(3 posts)
1 FS,[c] 2 FS[c]
Staff Counselling/Welfare Unit
(1 post)
1 P-3[b]
Integrated Mission Training Centre
(2 posts)
1 P-3,[b] 1 FS[c]
Contracts Management Unit
(4 posts)
1 P-3,[c] 2 FS,[b] 1 UNV[b]
Supply Chain Management Office of the Chief
(4 posts)
1 P-5, 1 P-4, 1 FS, 1 NGS
Service Delivery Office of the Chief
(3 posts)
1 P-5, 1 FS, 1 NGS
Acquisition Planning Unit
(3 posts)
2 FS,[b] 1 FS[c]
Procurement Section
(5 posts)
1 P-4, 1 FS, 1 NPO, 2 NGS
MOVCON/Distribution Section
(25 posts)
11 FS,[b] 1 NPO,[b] 10 NGS,[b] 3 UNV[b]
Integrated Warehousing and Property Management/Contingent-owned Equipment Section
(15 posts)
1 P-4,[b] 1 P-3,[c] 7 FS,[b] 4 NGS,[b] 2 UNV[b]
Mobility Section (Transport and Aviation)
(37 posts)
1 P-4,[c] 1 P-3,[c] 16 FS,[b] 13 NGS,[b] 6 UNV[b]
Life Support Contract Unit
(15 posts)
1 P-4,[c] 6 FS,[b] 5 NGS,[b] 3 UNV[b]
Medical Section
(8 posts)
1 P-4, 1 P-3, 1 FS, 2 NGS, 3 UNV
Engineering Section
(41 posts)
1 P-4, 3 P-3, 1 P-3,[c] 5 FS, 6 FS,[c] 19 NGS, 6 UNV

Abbreviations: ASG, Assistant Secretary-General; FS, Field Service; MOVCON (Movement Control); NPO, National Professional Officer; NGS, national General Service; UNV, United Nations Volunteers.

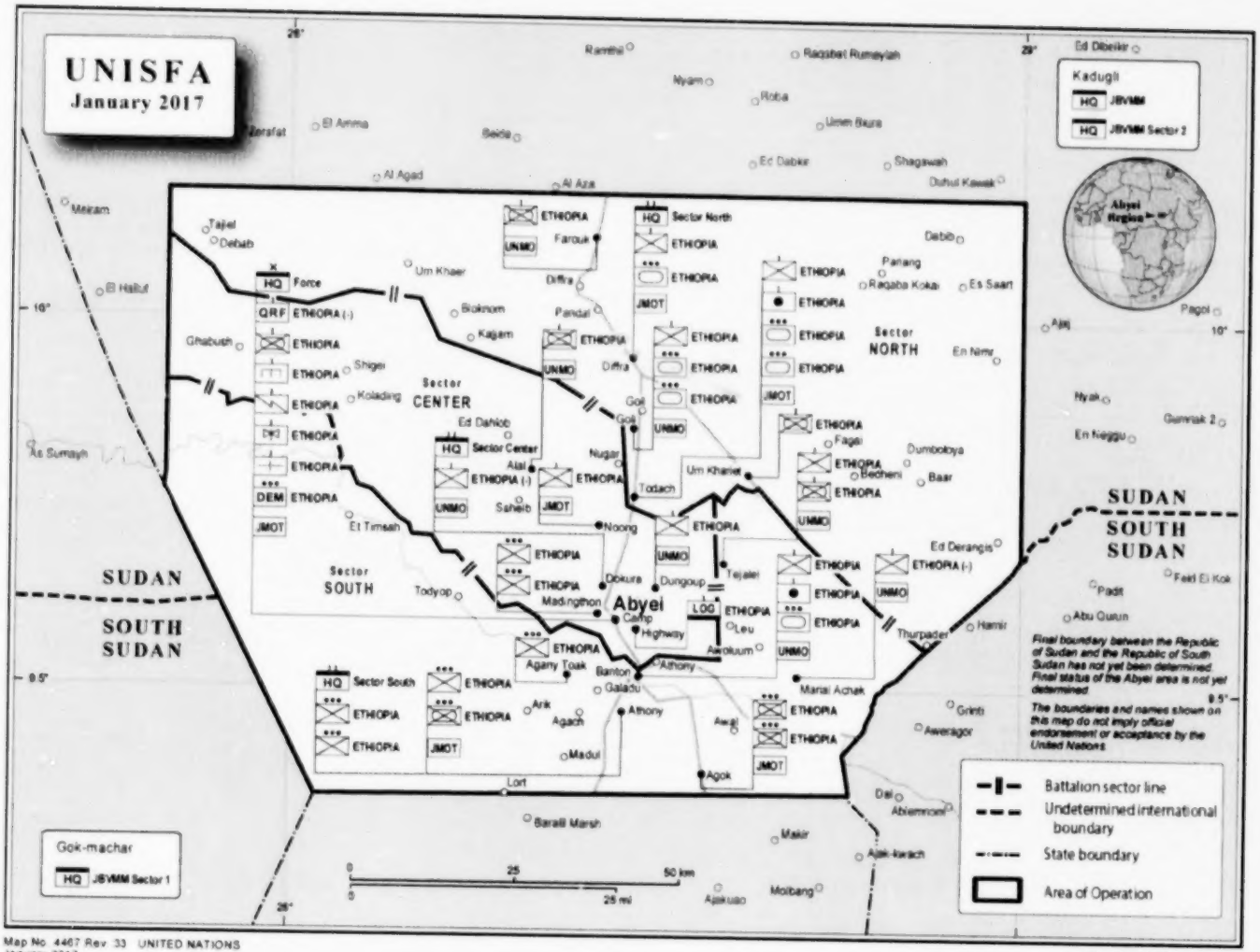
[a] Establishment.

[b] Redeployment.

[c] Reassignment.

[d] Conversion.

[e] Reclassification.



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